ENGLISCH
FÜR DEN BERUF

ZEIT SPRACHEN

2
25

Business Spotlight

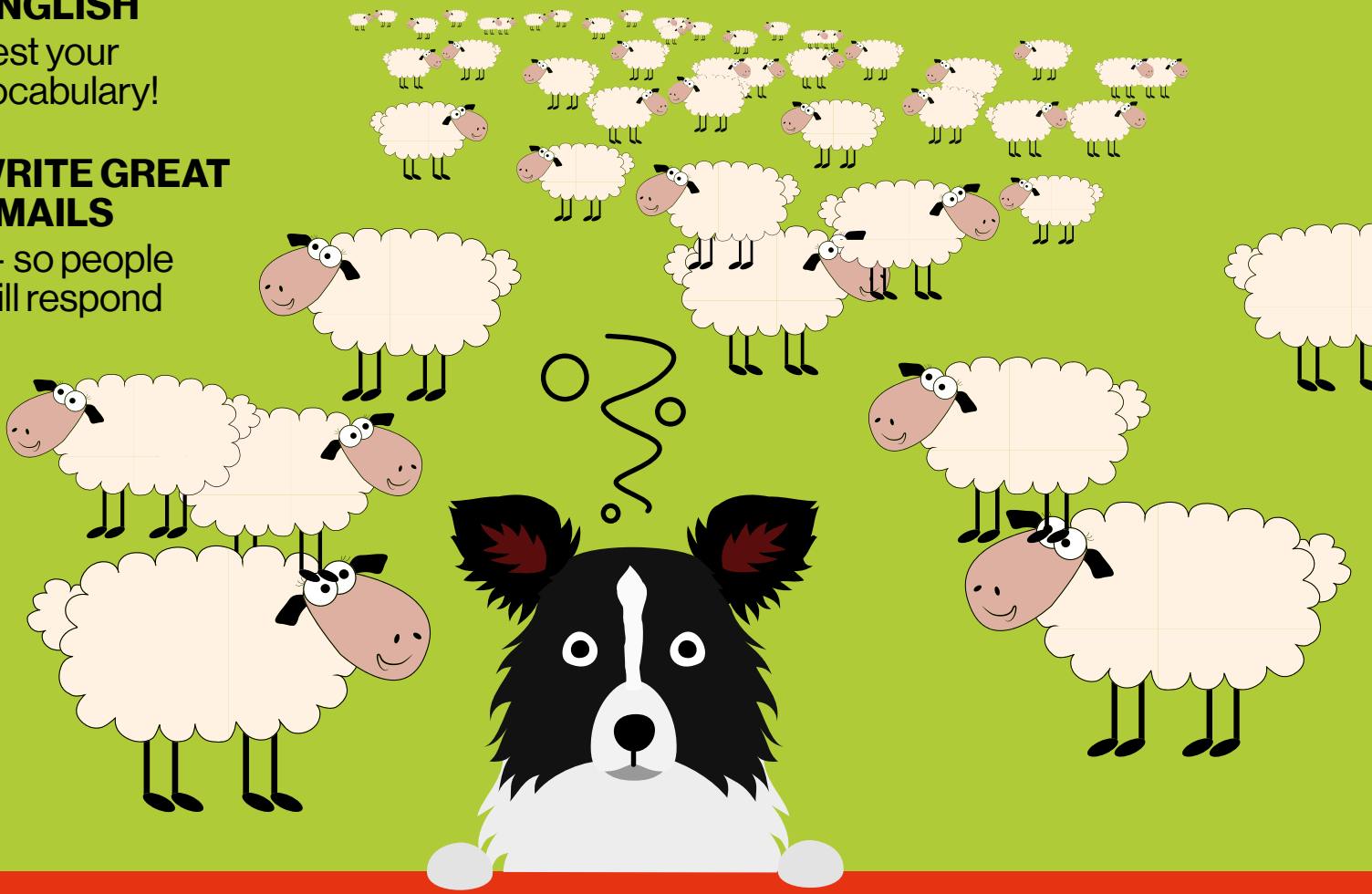
ENGLISH FOR YOUR WORK AND LIFE

# Business Spotlight

**Creating legacy brands on social media**

**FINANCIAL ENGLISH**
Test your vocabulary!

**WRITE GREAT EMAILS**
— so people will respond



## How to deal with

# BURNOUT

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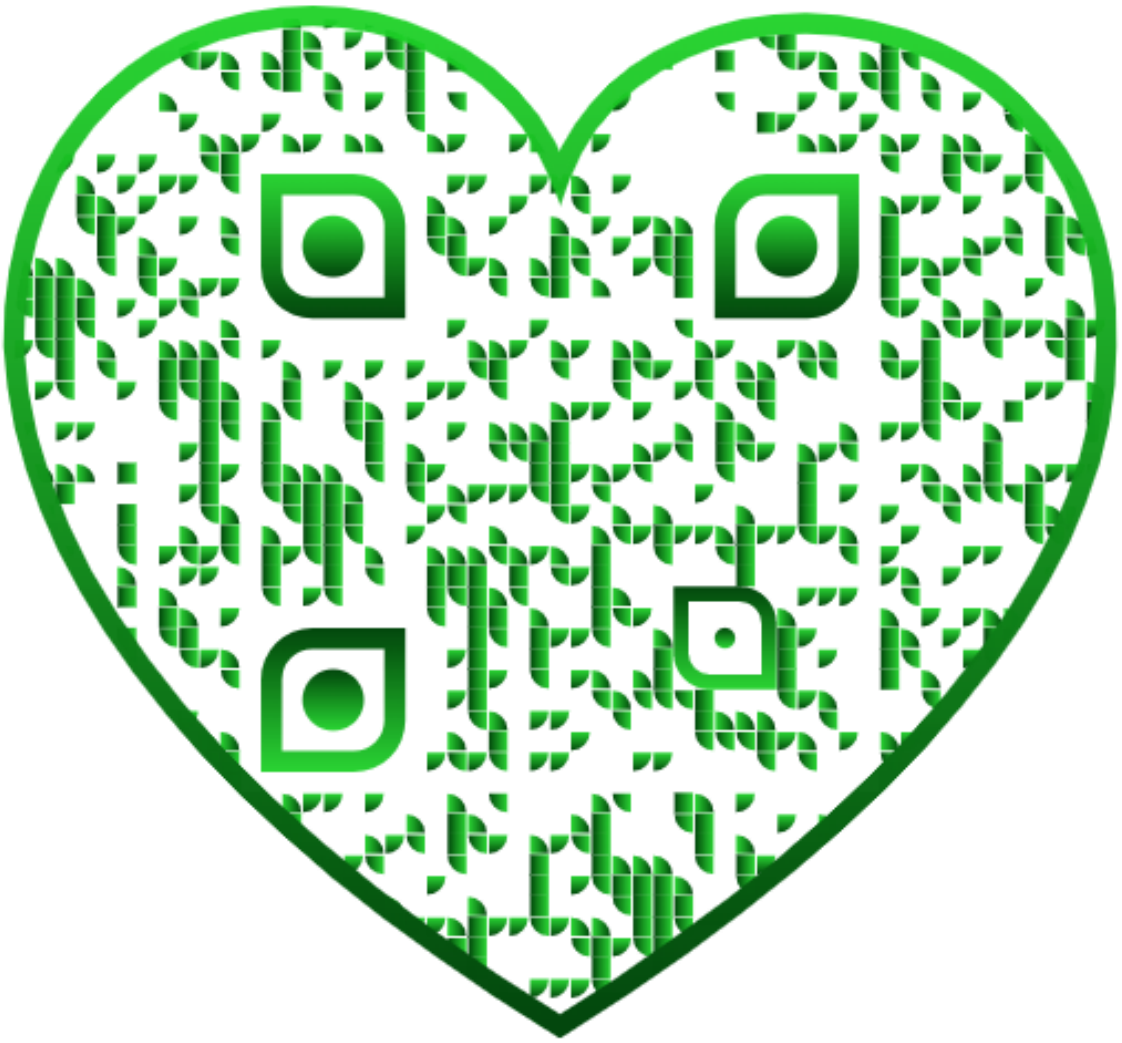

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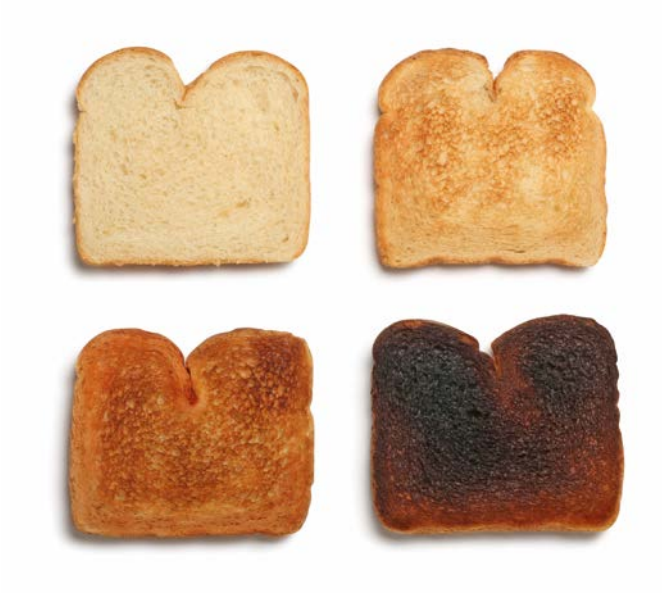
# “So much to do, so little time”

Often, when people say this, it means something positive: the joy of ambition. But these days, it can also mean burnout.



Many of us who work know the feeling: so much to do! It seems the amount of work, at least in certain industries, doesn’t ever diminish. No matter how much one does, the work just keeps coming, like an assembly line that speeds up. While some people thrive on this and can pace themselves, others struggle and burn out. And that’s tricky, because it’s often very hard to see it coming. Burnout can sneak up on you, and young professionals are particularly vulnerable.

This month, you can read about how burnout happens, what the most common symptoms are and how you can prevent it from happening to you. We also give you the chance to test your financial English, and tips on how you can get other people to read and answer your emails. Finally, we report on the economic impact of lightning and on Russia’s secret cargo ships.

Read, think, enjoy!

JUDITH GILBERT, EDITOR-IN-CHIEF
judith.gilbert@zeit-sprachen.de

**diminish** ➨ sich verringern

**assembly line** ➨ Fließband

**thrive on sth.** ➨ durch etw. gedeihen; *hier*: zur Hochform auflaufen

**pace oneself** ➨ sich seine Kräfte einteilen

**sneak up on sb.** ➨ sich an jmdn. heranschleichen; *hier*: jmdn. unerwartet treffen

**vulnerable** ['vʌlnərəbᵊl] ➨ verletzlich, gefährdet

**impact** ➨ Auswirkung(en)

**lightning** ➨ Blitz(schlag)

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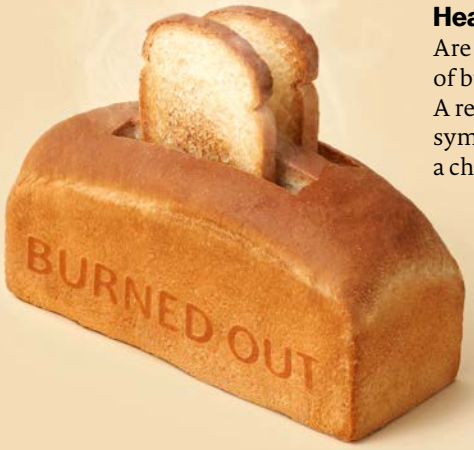


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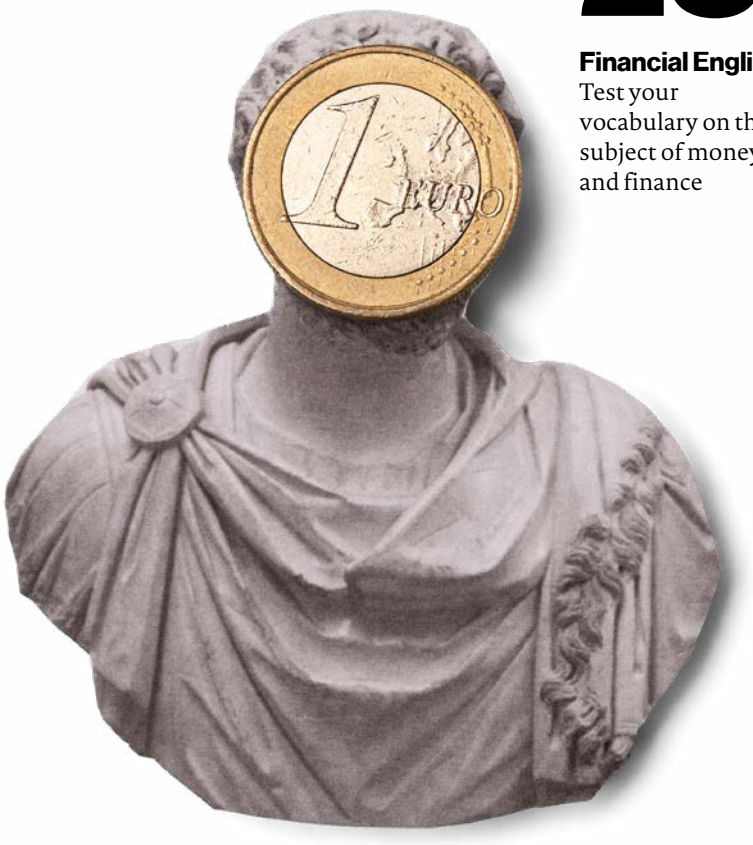


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- Articles use the style, spelling, punctuation and pronunciation of British English unless otherwise marked.
- Articles that use American style, spelling, punctuation and pronunciation are marked "US".

| E EASY | M MEDIUM | A ADVANCED |
|---|---|---|
| Approximately at CEF level A2 | Approximately at CEF levels B1–B2 | Approximately at CEF levels C1–C2 |

CEF: European Framework of Reference for Languages

*ifml.*: informal word or phrase; *vulg.*: vulgar word or phrase; *UK*: chiefly British usage; *US*: chiefly North American usage

# The desert train

EASY ÜBUNGSHEFT

MAURITANIA · Every day, a train cuts through the near-featureless landscape of the western Sahara Desert. It is travelling through a country that is almost three times the size of Germany but home to fewer than five million people. More than two-thirds of Mauritania, in north-west Africa, is desert. It is one of the least developed regions in the world.

The train carries iron ore from the mining town of Zouérat to the port city of Nouadhibou, about 700 kilometres away, on the Atlantic coast. With hundreds of wagons and more than two kilometres in length, it is one of the longest trains in the world.

Mauritania's economy depends on the export of minerals, and the country has just this one railway line. The train is also important to the local population. In a place with few roads, it is a lifeline between the inland settlements, such as Choum, and the larger coastal towns. Other goods and people regularly travel on the train. Their 14-hour journey, riding on top of the open wagons, is bitterly cold, filthy and exhausting — but free.

**near-featureless** ▸ praktisch ohne charakteristische Merkmale; *hier:* eintönig

**Mauritania** [ˌmɒrɪˈteɪnɪə] ▸ [wg. Aussprache]

**iron ore** ['aɪən ɔː] ▸ Eisenerz

**mining town** ▸ Bergarbeiterstadt

**lifeline** ▸ Lebensader; *hier:* wichtiger Verkehrsweg

**filthy** ['fɪlθi] ▸ schmutzig

**exhausting** [ɪgˈzɔːstɪŋ] ▸ anstrengend

Foto: picture alliance/Westend61

**balsa-wood** ➤ Balsaholz

**thrust** ➤ Schub(kraft)

**pulse jet** ➤ Pulsstrahltriebwerk

**inevitably** ➤ zwangsläufig

**self-taught** [ˌself 'tɔːt] ➤ autodidaktisch

**diverse** [dɑ'vɜːs] ➤ vielfältig, breitgefächert

**run sth.** ➤ *hier*: etw. betreiben

**thrill** ➤ Nervenkitzel

**Santa's sleigh** [sleɪ] ➤ Schlitten des Weihnachtsmanns

**aviation** [ˌeɪvi'eɪʃᵊn] ➤ Luftfahrt

**incredibly** ➤ unglaublich

**worrying** ➤ beunruhigend, besorgniserregend

**imminent** ➤ *hier*: drohend

PROFILE

# Rocketman rides again

MEDIUM US AUDIO

Robert Maddox grew up during the space race of the 1960s. He would often watch as U.S. Air Force fighter jets flew over his home, in the northwestern state of Oregon, during the Vietnam War. At the age of ten, he began building his own balsa-wood airplanes powered by small rockets, and he hasn't looked back since. "I was fascinated by anything with thrust," he told The Drive website. "At a young age, I started playing with jet engines." Today, with his artistic skills and years of experience, Maddox has become one of the world's top designers of pulse-jet-powered vehicles.

Known (inevitably) as "Crazy Rocketman," Maddox is entirely self-taught. He has also worked as an artist and a woodworker during his diverse career. Now, he runs his own YouTube channel full-time, on which he is known as a thrill-seeking inventor who will put a jet engine on the back of almost anything — from old cars and bikes to a skateboard and even Santa's sleigh.

Pulse-jet engines are not used in regular aviation because they are very inefficient and incredibly loud — they also have a worrying tendency to get extremely hot and explode — but that sort of imminent danger just makes the Rocket Man's YouTube videos all the more spectacular.

# "You can eat the world if you want to"

ADEJOKÉ BAKARE, Nigerian-born British chef, talking about London's restaurant scene. She's the first Black female chef in Britain to earn a Michelin star.

**chef** ➤ Chefkoch/-köchin

**earn sth.** ➤ etw. verdienen; *hier*: etw. (verliehen) bekommen

## Comparison

**THE SLOWEST CITIES**

Average time needed to drive ten kilometres; city centre; 2023

| | |
|---|---|
| London: | **37.20 min.** |
| Dublin: | **29.30 min.** |
| Toronto: | **29.00 min.** |
| Milan: | **28.50 min.** |
| Lima: | **28.30 min.** |

**Source:** TomTom Traffic Index

**Milan** [mɪ'læn] ➤ Mailand

Fotos: YouTube screenshot; www.chishuru.com; iStock.com; Alamy Stock Photo

WORK-LIFE BALANCE

# Share the childcare

EASY AUDIO

Balancing work and family is never easy. All over the world, it is common to see grandparents helping to look after their grandkids while the parents go to work. Sweden has recently introduced a law that will effectively pay grandparents (or other non-parental caregivers) to do this job.

Compared with most other countries in the world, Sweden already has a generous parental-leave system, which allows 480 days of paid time off per child, to be shared between the parents. However, for various reasons, not everyone can or wishes to stay out of work for so long. Entrepreneurs, for example, could see their businesses fail if they were to stop working for a year and a half.

Now, Swedish parents don't have to beg the grandparents to look after a child out of the goodness of their hearts — because they can transfer some of their paid days to other caregivers. Single parents can transfer up to 90 days of paid leave, while parental couples can transfer up to 45 days.

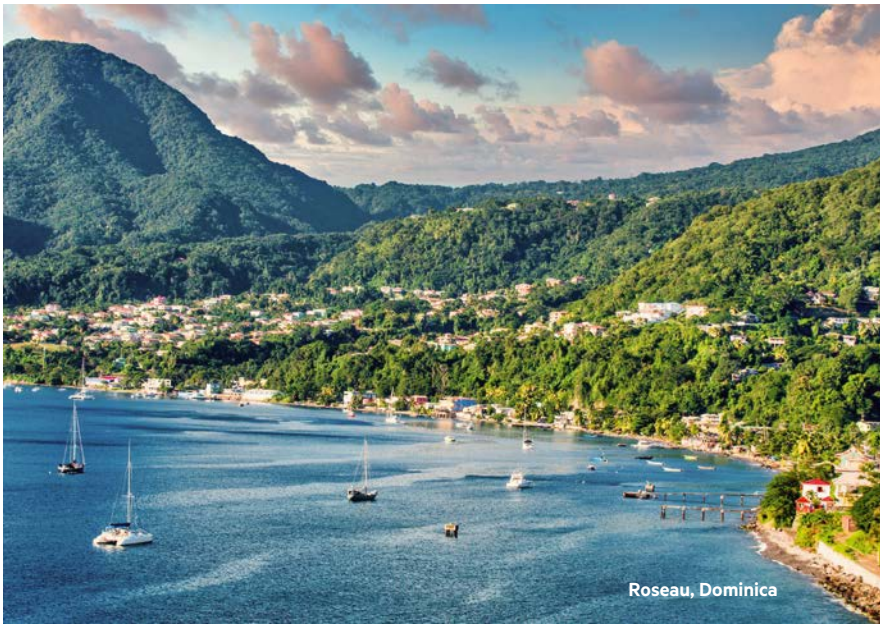
**caregiver** (US)
- Betreuer(in)

**parental leave**
- Elternzeit

**paid time off**
- bezahlte Freistellung

**entrepreneur** [ˌɒntrəprə'nɜː]
- Unternehmer(in)

**beg sb.**
- jmdn. bitten, anbetteln



Roseau, Dominica

CITIZENSHIP

# Defending paradise

ADVANCED AUDIO ÜBUNGSHEFT

How can a small Caribbean island protect itself from extreme weather events without going into debt or waiting for rich nations to pay for climate measures? Dominica has a radical idea. It offers wealthy people (many of them from China or the Middle East) the chance to purchase Dominican citizenship. This makes travel to Western countries easier and allows better access to the global banking system.

This citizenship-by-investment programme has grown rapidly since Hurricane Maria devastated the island in 2017. Today, it is Dominica's primary source of national revenue — larger than the country's entire domestic tax base. The money is invested in hospitals, for example, or rent-free housing for people whose homes were destroyed.

There are, of course, concerns about transparency and security. Even at a minimum of $200,000, a Dominican passport is relatively affordable. And while few of its new citizens choose to live there, there's the question of what this might do to a country of just 75,000 people.

**go into debt** [det]
- sich verschulden

**devastate sth.** ['devəsteɪt]
- etw. verwüsten

**national revenue** ['revənjuː]
- Steueraufkommen

**domestic**
- inländisch

**tax base**
- Steuerbemessungsgrundlage; *hier*: Steueraufkommen

**rent-free housing**
- mietfreies Wohnen

# boommate

This expression refers to intergenerational roommates, when baby boomers rent out empty bedrooms in their big houses to younger people. There are an estimated 3.6 million vacant bedrooms in baby-boomer households in the 100 largest US cities.

**roommate**
- Mitbewohner(in)

**rent sth. out**
- etw. vermieten

**vacant** ['veɪkənt]
- leerstehend

# Are pigeons faster than the internet?

Racing pigeons can fly over 640 kilometres, averaging over 60 kilometres per hour. In some rural parts of America, internet speeds are far lower than the national average. Depending on data volume and distance, pigeons would sometimes be faster. In 2020, almost a fifth of rural Americans did not have download speeds of at least 25 megabytes per second — the definition of "high-speed" internet. Many experts say the benchmark is too low for the needs of the modern internet.

**3.5** billion dollars has been paid out to creators by the monetization platform Patreon since it was founded, in 2013.

The San Francisco-based company allows social media consumers to contribute financially to their favourite creators. The platform has more than eight million monthly active members who support more than 250,000 creators on YouTube.

## Where gamers get together

Video-game conferences, by attendance (data from 2023)

| | |
|---|---|
| • ChinaJoy: | 338,000 |
| • Brazil Games Show: | 328,000 |
| • Gamescom: | 320,000 |
| • Taipei Game Show: | 300,000 |
| • Tokyo Game Show: | 243,000 |

Germany's Gamescom, held each year in Cologne, is one of the world's top five video-game trade fairs.

**Source:** Statista

## Who's writing Wiki?

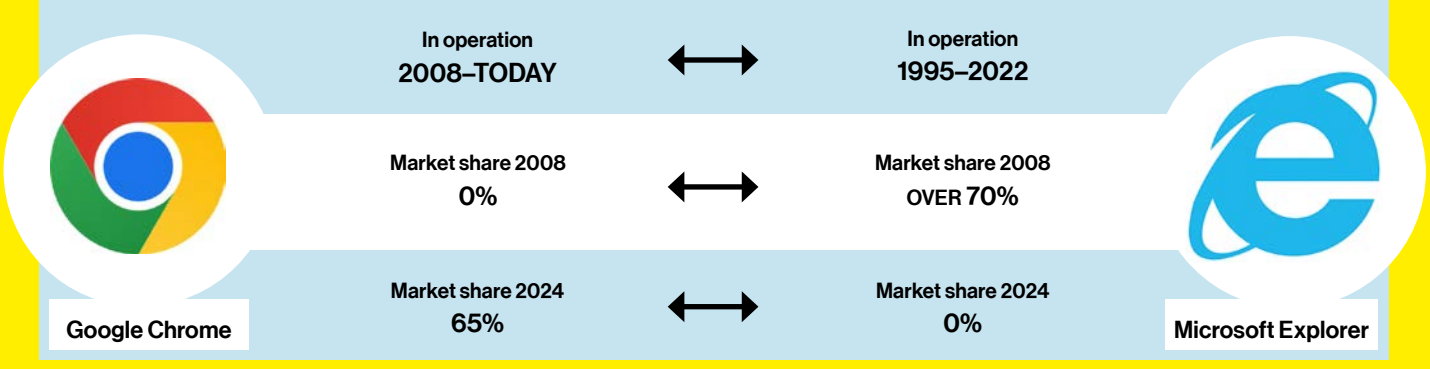
A study carried out at Princeton University suggests that as many as one in 20 new Wikipedia pages published in English might have been written with the help of artificial intelligence (AI). Even with AI detection tools, it is difficult to identify text generated by AI. However, if true, this could damage the site's reliability.

**pigeon** ['pɪdʒɪn] ➔ Taube
**rural** ['rʊərəl] ➔ ländlich
**benchmark** ➔ Richtwert, -größe
**billion** ➔ Milliarde(n)
**monetization** ➔ Monetarisierung
**found sth.** ➔ etw. gründen
**trade fair** ➔ Messe
**artificial intelligence (AI)** ➔ künstliche Intelligenz (KI)
**detection** ➔ Erkennung
**reliability** ➔ Zuverlässigkeit

## The rivals

**crush sth.** ➔ etw. zerschmettern; *hier:* vernichten
**Department of Justice** (US) ➔ Justizministerium

Google has crushed all its rivals. In 2024, a US federal judge said the company was a "monopolist", and the Department of Justice proposed forcing Google to sell Chrome, which is seen as a key part of its dominance.




Fotos: dr

MATERIALS

# Can concrete be green?

MEDIUM

Cement is an essential component in concrete. Unfortunately, its production causes about eight per cent of global $CO_2$ emissions. Various projects have been searching for a low-carbon method to make cement.

The UK start-up Seratech has developed a process that uses olivine, a green iron-magnesium silicate that's found on every continent. In cement production, most of the emissions come from heating limestone to make clinker, a binding element. It's a very energy-intensive process. Seratech's idea was to replace some of the clinker with olivine.

The company says one of its products, called Net Zero Silica, can replace up to 40 per cent of Portland cement, the most common type used to make concrete. And another product, Net Zero MagCarb, can completely replace the cement used in concrete products such as blocks, bricks and plasterboard. Seratech's process actually consumes waste $CO_2$. So, if that $CO_2$ came from a cement plant, the cement made there could be a net-zero product.

**concrete** ['kɒŋkriːt] ➔ Beton

**cause sth.** ➔ etw. verursachen

**low-carbon** ➔ kohlenstoffarm

**iron** ['aɪən] ➔ Eisen

**limestone** ➔ Kalkstein

**clinker** ➔ Schlacke

**silica** ➔ Kieselerde

**plasterboard** ➔ Gipskartonplatte

**waste** ➔ *hier:* überschüssig

**plant** ➔ *hier:* Werk, Fabrik

Concrete is the most common building material in the world

A woman in Lesotho using the ACE One stove

HEALTH

# Cleaner cooking

MEDIUM

When they think of air pollution, most people imagine petrol-powered cars and factory smoke stacks, but household air pollution (HAP) — pollution inside people's homes — kills more than three million people a year in developing countries, and it contributes to chronic lung diseases.

The ACE One stove cooks food while emitting hardly any smoke at all. Created by African Clean Energy, a company founded in Lesotho and now based in Amsterdam, the ACE One has a hybrid system of solar power combined with burning small sticks and crop waste in a special container that doesn't allow pollutants to escape. It's cleaner than a kerosene stove or an open fire. It doesn't need firewood and can even generate electricity for homes.

Cooking with harmful fuels affects hundreds of millions of people, women and children in particular. The Ace One costs around $120 and is currently on sale in Cambodia, Kenya, Lesotho and Uganda.

**pollution** ➔ Verschmutzung

**petrol-powered** (UK) ➔ benzinbetrieben

**smoke stack** ➔ Schornstein

**stove** [stəʊv] ➔ Herd, Ofen

**stick** ➔ Stock

**crop waste** ➔ Ernte-Rest(e)

**pollutant** ➔ Schadstoff

**fuel** ['fjuːəl] ➔ Brennstoff

**affect sb.** ➔ auf jmdn. Auswirkungen haben

Fotos: iStock.com; ACE

## JAMES TIMPSON

**Known as:** businessman, government minister, philanthropist
**Honours:** Order of the British Empire (OBE) in 2011, deputy lieutenant of Cheshire in 2019
**Company:** shoe-repair and key-cutting business Timpson Group; now has more than 2,000 stores in the UK

**Order of the British Empire**
► britischer Verdienstorden und Titel

**lieutenant** [lef'tenənt]
► [wg. Aussprache]

**Cheshire** ['tʃeʃə]
► [wg. Aussprache]

## James Timpson

# Prisons and politics

Mehr als 1500 Ex-Häftlingen hat der Unternehmer James Timpson bereits einen Job gegeben. Als Minister soll er jetzt die britischen Gefängnisse reformieren.

Von SARAH EVANS

MEDIUM

Who really deserves to be in prison can be a complicated question. In early 2024, businessman James Timpson made a controversial comment that "only a third of prisoners should be behind bars". Five months later, he joined the new Labour government as minister of state for prisons, parole and probation. In the past 14 years, 14 people have held this position.

Prisons in Britain badly need reform, and that's something Timpson knows well. Since 2008, he has employed more than 1,500 former prisoners at his family business, the shoe-repair and key-cutting franchise Timpson Group. In that time, just four of those ex-convicts have gone back to prison. Many others have moved into senior roles, including one board member. The company is one of the largest employers of former prisoners in Britain, about ten per cent of its workforce. Timpson says that ex-prisoners are loyal workers who don't want to disappoint their families again.

Timpson's book, *The Happy Index*, published in 2024, has the subtitle "lessons in upside-down management". Employees at Timpson stores have the freedom to decide what stock to order, what discounts to offer and what the opening hours should be. There are only two rules: put the money in the till and look the part. The training guide for new employees says: "Please ignore all memos and do what you think is right."

### A new approach

The job of prison reform is a huge challenge. The prime minister, Sir Keir Starmer, said he was shocked to learn that prisons had been operating at 99 per cent capacity for 18 months before the election. Now, Timpson has the chance to try a new approach.

He has experience. For seven years, he chaired the Prison Reform Trust charity and implemented job creation hubs that connect inmates with potential employers. Since 2019, these hubs have helped to double the number of ex-prisoners who find a job within six months of release — from 14 per cent to 30 per cent. Having a job dramatically improves the chances that an ex-prisoner will get their life back on track.

> "Ignore all memos and do what you think is right"

Timpson himself has a privileged background — he went to a private boarding school before studying at Durham University. However, he has also witnessed philanthropy first-hand. Over a period of 30 years, beginning while he was still a child, Timpson's mother was a foster parent to 90 children in need. In 2006, she was awarded an MBE for services to children. Timpson's father, Sir John Timpson, the man who started the family business, said that his son has "inherited his mother's social conscience".

**bars: be behind ~** ▸ hinter Gittern sein

**parole** [pə'rəʊl] ▸ bedingte Haftentlassung

**probation** ▸ Bewährung

**ex-convict** ▸ ehemaliger Häftling

**role** ▸ *hier:* Position

**board member** ▸ Vorstandsmitglied

**workforce** ▸ Belegschaft

**subtitle** ▸ Untertitel

**upside-down** ▸ umgekehrt, auf den Kopf gestellt

**stock** ▸ *hier:* Vorrat, Lagerbestand

**till** ▸ Ladenkasse

**look the part** ▸ (äußerlich) für die Rolle passen

**training guide** ▸ *hier:* Leitfaden

**approach** [ə'prəʊtʃ] ▸ Herangehensweise

**chair sth.** ▸ etw. leiten, voranstehen

**charity** ▸ Wohlfahrtseinrichtung, Stiftung

**hub** ▸ *hier:* Zentrum

**inmate** ▸ Häftling

**release** ▸ Freilassung

**on track: get sth. back ~** ▸ etw. wieder auf Kurs bringen

**boarding school** ▸ Internat

**first-hand** ▸ aus erster Hand, persönlich

**foster parent** ▸ Pflegeelternteil

**in need** ▸ in Not

**award sth.** ▸ etw. verleihen

**MBE (Member of the British Empire)** ▸ britischer Verdienstorden und Titel

**inherit sth.** ▸ etw. erben

Foto: IMAGO/Avalon.red

# Professor Tu Youyou
# A scientist saving lives

Über Jahrzehnte forschte Tu Youyou an einem Malariamittel — mit Erfolg: Der erste Impfstoff gegen die Krankheit gilt heute als weltweiter Durchbruch.

Von RACHEL PREECE

MEDIUM

In January 2024, Cameroon became the first country in the world to roll out malaria vaccinations as part of its routine vaccination programme. It's a milestone in global healthcare that the World Bank says could potentially prevent around 75 per cent of malaria episodes. It is the culmination of six decades of research. Chinese scientist Tu Youyou, who is 94, was among the early researchers of the disease, extracting compounds that, over the years, have helped save millions of lives.

In 1967, during the Vietnam War, North Vietnam asked China for help in developing a malaria treatment, as many of its soldiers were dying from a strain of malaria resistant to chloroquine, the treatment given at the time. The covert Project 523, an antimalarial medication project, involved more than 500 Chinese scientists — with Tu Youyou at the helm. Aged 39, she left her two young daughters behind in her hometown of Ningbo, south of Shanghai, to concentrate on her work.

## The search for a treatment

Despite screening over 240,000 compounds, science had not been able to find an effective treatment for malaria. In the early 1970s, Tu wondered if Chinese herbs might be more fruitful. She found a 1,600-year-old text on traditional Chinese medicine with a recipe that involved sweet wormwood. In AD 400, it had been used to treat "intermittent fevers" — most likely a reference to malaria. Tu discovered that when extracted at a low temperature, a compound found in the plant was completely effective in treating the disease in mice and monkeys. The extract became known as "artemisinin". Unconventionally, Tu and two colleagues tested the substance on themselves to ensure its safety, before testing it on malaria patients.

Although her work was groundbreaking, international recognition didn't come until the 1980s because of restrictions on the publication of scientific research in China at the time. In 2011, the Lasker Foundation, an American medical research organization, gave Tu its Clinical Medical Research Award, calling the discovery of artemisinin "arguably the most important pharmaceutical intervention in the last half-century". Then, in 2015, Tu won the Nobel Prize in Physiology or Medicine for her work.

> "Every scientist dreams of doing something that can help the world"

## A life-changing illness

When she was 16, Tu got tuberculosis. The illness caused her to miss two years of school and changed the course of her life. Once she had recovered, she decided on a career in medical research, saying: "If I could learn and have [medical] skills, I could not only keep myself healthy but also cure many other patients." In China, Tu is known as the "Three-Without Scientist" — she has no postgraduate degree, no experience studying or researching abroad and she's not a member of a Chinese national academy. However, she's still a professor and chief scientist at the China Academy of Chinese Medical Sciences. With her Nobel Prize, Tu's discovery received the international recognition it deserves. And while she's not interested in becoming famous, she did admit: "Every scientist dreams of doing something that can help the world."

**roll sth. out** ➔ etw. einführen

**vaccination** ➔ Impfung

**episode** ➔ *hier:* Vorkommen

**research** ➔ Forschung

**researcher** ➔ Forscher(in)

**extract sth.** ➔ *hier:* etw. isolieren

**compound** ['kɒmpaʊnd] ➔ Bestandteil, (chemische) Verbindung

**strain** ➔ *hier:* Erregerstamm

**covert** ['kʌvət] ➔ geheim, verdeckt

**at the helm** ➔ in führender Position

**screen sth.** ➔ etw. genau überprüfen

**herb** [hɜːb] ➔ Kraut

**fruitful** ➔ erfolgreich

**recipe** ['resəpi] ➔ Rezept

**sweet wormwood** ➔ Einjähriger Beifuß, Artemisia annua

**intermittent fever** ➔ Wechselfieber

**ensure sth.** [ɪn'ʃɔː] ➔ etw. sicherstellen

**groundbreaking** ➔ bahnbrechend

**recognition** ➔ Anerkennung

**foundation** ➔ Stiftung

**arguably** ['ɑːgjuəbli] ➔ wohl, vermutlich

**cause sb. to do sth.** ➔ die Ursache für jmdn. sein, etw. zu tun

**postgraduate degree** ➔ postgradualer Abschluss

Foto: © Nobel Prize Outreach AB. Photo: A. Mahmoud

**PROFESSOR TU YOUYOU**

**Known as:** malariologist, pharmaceutical chemist
**Discovery:** the compounds artemisinin and dihydroartemisinin, a breakthrough in malaria treatment
**Award:** the first Chinese woman to win a Nobel Prize (2015)

**compound** ['kɒmpaʊnd]
► Bestandteil, (chemische) Verbindung

HEAD-TO-HEAD

# Should social media be held responsible for users' interactions?

Bei der Frage nach Verantwortung für Hass oder Falschinformationen im Netz sind die Meinungen gespalten. Die einen sehen sie bei den Medienkonzernen, die anderen bei den Nutzern selbst.

Interviews: MELITA CAMERON-WOOD

ADVANCED AUDIO ÜBUNGSHEFT

Illustration: iStock.com; Fotos: privat

# YES "Without accountability, there is no impediment"

In light of the wide-ranging and growing damage caused by social media, these companies must be held accountable for facilitating, if not encouraging or creating, false news. In the US, these companies are protected by Section 230 of the 1996 Communications Decency Act, which states: "No provider or user of an interactive computer service shall be treated as the publisher or speaker of any information provided by another information content provider." To illustrate, if *The New York Times* falsely labels you a criminal, you can sue them for defamation. But if someone posts that same slur on Facebook, you cannot sue Facebook, just the person who posted it. The above legal phrase protects companies that can host trillions of messages from being sued by anyone who feels wronged by something someone else has posted. Without accountability, there's no impediment to spreading false information. Instead, since negative and often false stories are more exciting than true ones, they are spread by users who are tricked into clicking on them, increasing the companies' ad revenue.

More moderation of content is often mentioned as a solution, but who moderates? Moderation includes the bias of those moderating and can lead to social media companies dominating the narrative. Further, one user can tweet up to 2,400 times daily on X. The total posts per day by all users on X are more than 500 million. With such a volume, how is adequate moderation possible? Some say use computers and algorithms, but who programs them? The room for error or manipulation is staggering. Moderation sounds good, but it is impossible and can be used as a tool of ultrarich media owners to spread their false gospel. The only answer is accountability: repeal Section 230.

**in light of** ▸ in Anbetracht, angesichts

**accountable: hold sb. ~ for sth.** ▸ jmdn. für etw. zur Verantwortung ziehen

**facilitate sth.** [fə'sɪlɪteɪt] ▸ etw. ermöglichen

**illustrate sth.** ▸ etw. veranschaulichen

**label sb. a criminal** ▸ jmdn. als Verbrecher(in) bezeichnen

**sue sb.** [sjuː] ▸ jmdn. verklagen

**defamation** ▸ Rufschädigung

**slur** ▸ Verleumdung

**host sth.** ▸ *hier:* etw. aufnehmen

**trillion** ▸ Billion(en)

**wrong sb.** ▸ jmdm. Unrecht tun

**accountability** ▸ Übernahme von Verantwortung

**impediment** ▸ Hemmnis

**revenue** ['revənjuː] ▸ Einnahmen

**bias** ['baɪəs] ▸ Neigung, Vorliebe

**room** ▸ *hier:* Spielraum

**staggering** ▸ gigantisch

**repeal sth.** ▸ etw. außer Kraft setzen

**DR EVAN LAINE** is associate professor of history and director of the BS in Law & Society Program at Thomas Jefferson University, Philadelphia

(https://www.jefferson.edu/academics/colleges-schools-institutes/humanities-sciences/faculty/laine.html)

# NO "It's like blaming paper for hate mail"

Social media platforms are the platform, not the promoter. It's like blaming paper for hate mail. We wouldn't blame paper because it didn't write the letter or make the person who was writing it do anything, yet it did convey the message.

There have been many instances where people have made false accusations against other users on the various platforms and have been penalized for this. That, in my opinion, is the correct response. We, as humans, need to take responsibility for our own actions, regardless of the consequences, and not blame someone else when something goes wrong.

Although I don't feel social media companies should be held accountable, they do have the power to reduce the spread of hateful comments and posts that cause real-life violence. The recent riots in the UK were awful, and while the news of these was spread on social media, I honestly believe that if social media platforms hadn't been available, those who intended to cause trouble would have used other forms of communication.

I think it's fine for social media companies to respond. Ideally, they can explain the functionalities they have to identify hateful content, and advise users what to do if they see anything that they think should be flagged and reported. The policing side could be improved, but perhaps part of this could be achieved by spending more time and energy on the processes that people can use to report damaging behaviour. More stringent social media guidelines could help.

Moving towards a system that is stricter on sign-ups and requires valid forms of ID for every account would be good. This would make it easier for police and other authorities to find those using social media for hateful purposes.

**yet** ▸ *hier:* dennoch

**convey sth.** [kən'veɪ] ▸ etw. übermitteln

**instance** ▸ Beispiel, Fall

**accusation** ▸ Anschuldigung

**penalize sb.** ▸ gegen jmdn. eine Strafe verhängen

**regardless** ▸ ungeachtet

**accountable: hold sb. ~** ▸ jmdn. zur Verantwortung ziehen

**riot** ['raɪət] ▸ Aufstand, Revolte

**flag sth.** ▸ etw. markieren, auf etw. aufmerksam machen

**policing** ▸ kontrollierend

**stringent** ['strɪndʒənt] ▸ streng, strikt

**sign-up** ▸ Anmeldung

**authority** [ɔː'θɒrəti] ▸ *hier:* Behörde

**RHEA FREEMAN** is a UK-based brand strategist, business coach, PR adviser, social media expert and author

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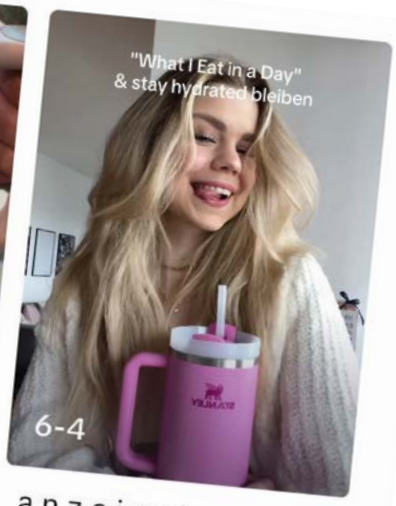
www.business-spotlight.de/audio-gratis/02

**Influencer marketing for Stanley on Instagram**

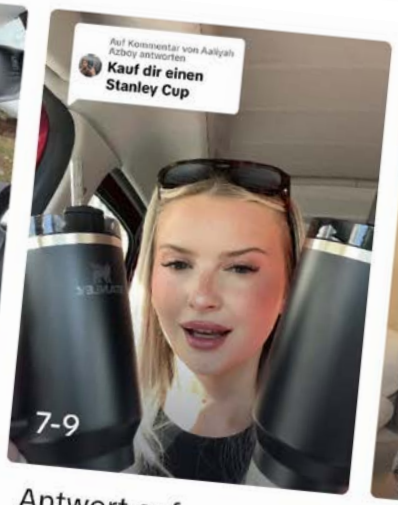
LAUNCHING TOMORROW! What...
hauskris ▷ 512.8K

Stanley tumbler hack! 😍 did you know this...
targetchaos ▷ 817.8K




a n z e i g e/Hatte lange Zeit Probleme...
wifiloo_m ▷ 156.9K

Its a vibe 🤍 #fyp #stanleycup ...
stephgmac... ▷ 1.7M




Antwort auf @Aaliyah Azboy wa...
lizaschwan ▷ 40.6K

Ahhhh bin so happy 🥹😜 #nanunana...
selibil ▷ 21.7K

@Danielle says the ice in her Stanley cu...
dailymail ▷ 4M

Please i need to know im not the only one ...
kitkatgao ▷ 5.2M

stanley cup bei lidl fürn 10€ AH #fyp...
katiktr ▷ 2M

Foto: instagram screenshot/#stanleycup

# Creating a legacy

Traditionsmarken wie Stanley erleben einen Boom. Dahinter steckt vor allem eine neue Marketingstrategie.

Von RACHEL PREECE

MEDIUM US

In 2019, the U.S. bottle brand Stanley, founded in 1913, had sales of $73 million a year. By the end of 2023, however, its sales had increased to $750 million. Stanley isn't the only traditional brand that's boomed in recent years. The workwear brand Carhartt, launched in 1889, has done the same, as has Birkenstock, founded in 1774. How have these "old" companies made themselves so popular today?

Legacy brands generally have long histories, good reputations and lots of loyal customers. Coca-Cola, Disney and Nike are examples of legacy brands that thrive on a positive brand image, innovation and effective advertising. When Terence Reilly became global president at Stanley, in 2020, he knew what he wanted to do, because he'd done it before, at the footwear brand Crocs, turning rubber clogs into hot fashion items.

Stanley began by creating versions of their cup called The Quencher in Instagram-friendly pastel colors. The company also made use of influencers to spread the word and, in late 2024, there were about 740,000 posts with the hashtag #stanleycup on TikTok. People had begun collecting the product. Reilly told CNBC: "We see all the time that [our customer] wants her Quencher to match her [out]fit, her nail polish, her car, her mood, her kitchen." Influencer Chelsea Devinn posted on TikTok, saying her 47 Stanley cups were "a part of my personality."

"We have been able to grow our social following, year over year, by more than 300 percent, through platforms such as Instagram and TikTok," Ben James, Stanley's EMEA general manager, told *Business Spotlight*. "Influencer marketing and social media have allowed Stanley to connect to new and engaged communities."

## Drop it like it's hot

James says collaboration has been essential to Stanley's growth. "We seek out collaborative partners that support our commitment to innovation and sustainability," he explains. "Every partnership is personalized and strategic."

This is a business strategy that Reilly got to know while working at Crocs, which entered into collaborations with partners such as McDonald's and the rapper Lil Nas X, as well as frequently offering limited editions. Known as "drop culture," this is a proven marketing technique that creates a feeling of scarcity and urgency among customers, prompting them to buy the product as soon as it becomes available. James says the excitement about limited editions also helps new customers discover the brand.

> "The popularity of exclusivity is rooted in consumer psychology"

"The popularity of exclusivity, or limited access, is rooted in consumer psychology," Farnoush Reshadi, an assistant professor of marketing at the Worcester Polytechnic Institute, in Massachusetts, told the website Retail TouchPoints. A survey, by the retail-analysis company PYMNTS, found that 45 percent of customers are interested in product drops specifically because they value access to "hard-to-obtain" products.

Combining collaborations and drop culture has been a spectacular success for Stanley. In 2024, the company worked with Starbucks to produce the limited-edition Valentine's Day Quencher. It was so popular that people were "trampled" outside of retail stores across the U.S. Now, the cup has a resale value of around $300 — a 500 percent increase on its original price.

## Learning from Stanley

Of course, longevity alone doesn't guarantee success, and plenty of older brands quietly disappear. As innovation expert Rose Hall has pointed out, legacy companies face challenges that can make it hard to adapt, struggling with their own internal culture and hierarchies, for example. Hall suggests creating something like a start-up within the company, getting various stakeholders involved and avoiding silos. Often, new growth comes only with a new mindset.

**founded** ► gegründet

**launch sth.** [lɔːntʃ] ► etw. auf den Markt bringen

**legacy brand** [legəsi] ► Traditionsmarke (**legacy** ► Vermächtnis)

**thrive on sth.** ► *hier:* etw. brauchen

**rubber** ► Gummi

**item** ['aɪtəm] ► Artikel

**quencher** ► (Durst-)Löscher

**nail polish** ► Nagellack

**mood** ► Laune, Stimmung

**grow sth.** ► *hier:* etw. aufbauen

**social following** ► soziale Gefolgschaft (in den sozialen Medien)

**engaged** ► engagiert

**seek sb. out** ► an jmdn. herantreten

**commitment** ► Verpflichtung, Bemühen

**sustainability** ► Nachhaltigkeit

**scarcity** ► Seltenheit, Knappheit

**prompt sb. to do sth.** ► jmdn. zu etw. veranlassen

**rooted** ► verwurzelt

**psychology** [saɪ'kɑːlədʒi] ► [wg. Aussprache]

**Worcester** ['wʊstər] ► [wg. Aussprache]

**retail** ► Einzelhandel

**survey** ['sɜːveɪ] ► Umfrage, Studie

**obtain** ► bekommen

**longevity** [lɑːn'dʒevəti] ► Langlebigkeit

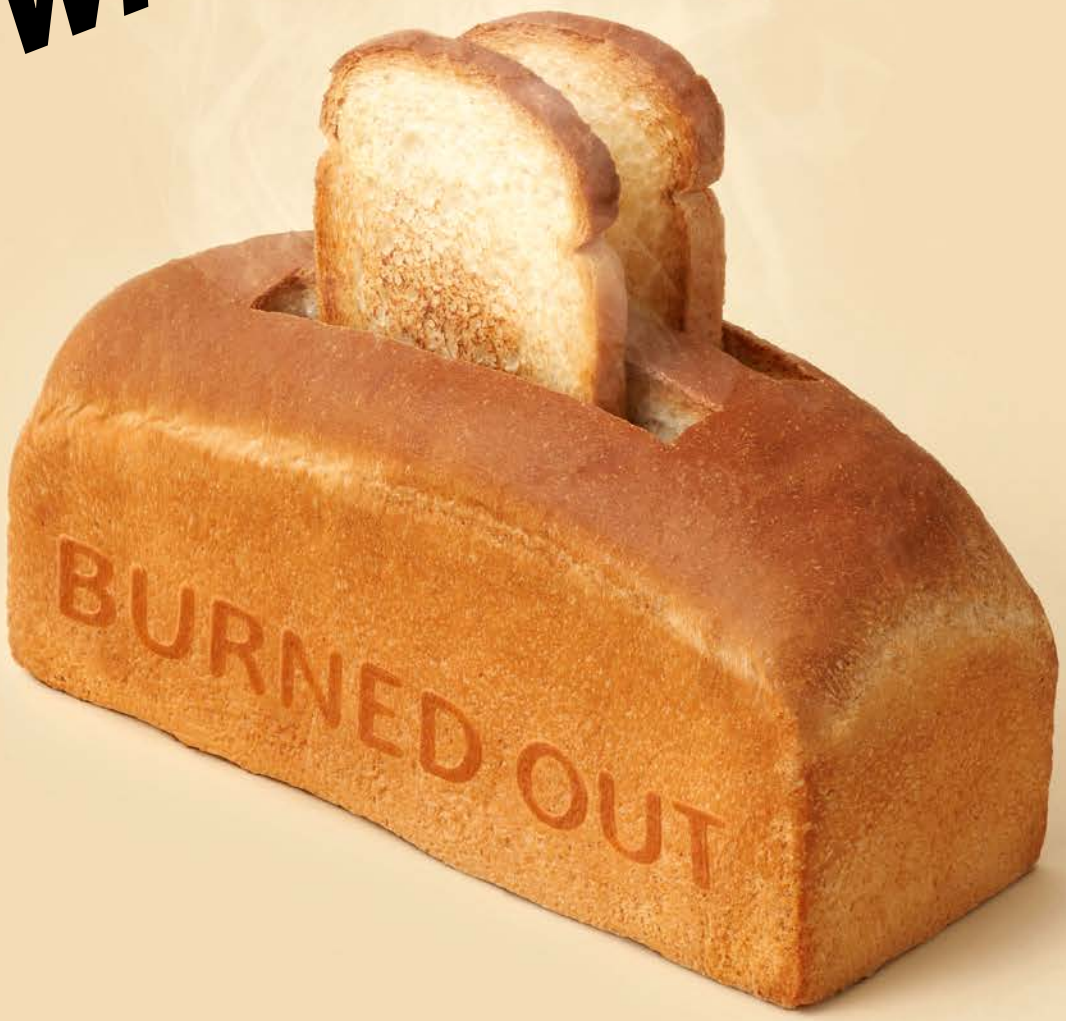
**point sth. out** ► etw. hervorheben

**hierarchy** ['haɪərɑːrki] ► [wg. Aussprache]

**silo** ['saɪloʊ] ► Silodenken, Bereichsdenken

**mindset** ► Einstellung, Denkweise

# How to deal with burnout



Ein Burnout kann jeden treffen, doch vor allem junge Berufstätige sind gefährdet. Wo man Hilfe bekommt, bevor nichts mehr geht, und warum es auch im Job wichtig ist, Grenzen zu setzen.

Von MELITA CAMERON-WOOD

MEDIUM AUDIO

If you have ever experienced burnout in your life, you are not alone. According to the 2024 Global Talent Trends report, by Mercer, more than 80 per cent of employees were at risk of burnout during that year. "Burnout", a term coined by American psychologist Herbert Freudenberger in the 1970s, was originally used to refer to the impact of high-stress working environments of carers. These days, the word describes a wide variety of physical and mental effects of a stressful lifestyle, which are often caused by work-related pressure.

People in any profession can struggle with burnout — some particular industries come with their own challenges, such as a toxic work culture that glorifies 80-hour working weeks or outdated views on mental-health issues. And burnout can be unpredictable, often creeping up on people unnoticed until it's too late. In many cases, people experience a range of physical symptoms that they and their co-workers don't immediately link to burnout.

Dr Sonia Ponzo, the founder of Outset Wellness, recalls this feeling when she experienced burnout in her early 30s, while working in a senior management role in tech. "There wasn't a single, defining aha moment," she told *Business Spotlight*. "It was more of a gradual decline, moving from chronic stress into burnout and back."

Things got worse when her partner lost his job, leaving the couple dependent on her income. Ponzo says her work-until-you-drop mentality comes from growing up in a working-class family that lacked financial stability: "I was consumed by the drive to achieve more, constantly measuring my worth by metrics — both in my work and outside." The stress led to sleep problems, constant fatigue, back pain, and frequent migraines or headaches — all of which are common symptoms of burnout.

While Ponzo says exercise helped her get back on track, it had its own challenges: "Running was my first step back to health, but, at the beginning, it became another thing I overanalysed, tracking every step, obsessing over stats and comparing my performance to others," she explains. "Eventually, I learned to step away from the numbers and embrace the process of movement for the joy it brought me, rather than what it could prove."

## A never-ending to-do list

Managing one's workload and focusing on personal needs are key parts of avoiding burnout. Nilou Esmaeilpour, a registered

> "I felt like I could do everything, be there for everyone"

**coin a term** ➔ einen Begriff prägen

**impact** ➔ Auswirkung(en)

**environment** [ɪn'vaɪərənmənt] ➔ *hier*: Umfeld

**carer** ➔ Betreuer(in), Pflegekraft

**industry** ➔ *hier*: Branche

**issue** ['ɪʃuː] ➔ *hier*: Problem

**unpredictable** ➔ unvorhersehbar

**creep up on sb.** ➔ sich an jmdn. anschleichen

**founder** ➔ Gründer(in)

**recall sth.** ➔ sich an etw. zurückerinnern

**decline** ➔ Verschlechterung

**income** ➔ Einkommen

**drop** ➔ *hier*: zusammenbrechen

**drive** ➔ *hier*: Drang

**metrics** ➔ Messgrößen

**fatigue** [fə'tiːg] ➔ Erschöpfung

**headache** ['hedeɪk] ➔ Kopfschmerz(en)

**track: get back on ~** ➔ wieder auf Kurs kommen

**track sth.** ➔ etw. verfolgen, im Auge behalten

**obsess over sth.** ➔ von etw. besessen sein

**stat(istic)** ➔ Statistik

**performance** ➔ Leistung

**eventually** [ɪ'vent ʃuəli] ➔ letztendlich

**embrace sth.** ➔ etw. akzeptieren

**rather than** ➔ anstatt, und nicht

Foto: Yaroslav Danylchenko/Stocksy United

> “Hustle culture makes young people more vulnerable”

clinical counsellor at the Lotus Therapy & Counselling Centre, in Vancouver, Canada, notes: “Saying no sets a boundary and relays to others that one’s time and mental health are priorities.” When a person’s to-do list seems unmanageable, feelings of not being good enough may take over.

Many professionals understand this all too well. Former burnout sufferer Charlotte Phillips-Lynn (who uses the pronouns “they”/“them”) works in finance but also as a keynote speaker. They can now clearly see what led to burnout at age 28: “I felt like I could do everything, be there for everyone, do everything at work and say yes to anything that came my way.” But such a high-pressure lifestyle takes a toll. Eventually, after a breakdown, with symptoms such as physical shaking, exhaustion, depression and brain fog, Phillips-Lynn got medical help. They had burnout.

Now fully recovered, Phillips-Lynn realizes the importance of making time for oneself, saying no and being flexible. They also learned the value of workplaces that allow remote work and trust employees to manage their own time.

## Burnout in the trades

While burnout may be more readily associated with overworked bankers or managers, mental-health issues are, of course, not limited to office jobs. In the UK, four out of five tradespeople struggle with mental health because of their jobs, according to a 2024 report by Ironmongery Direct. Of those in the survey, 93 per cent of millennials and 91 per cent of Gen Z reported mental-health problems. However, many tradespeople are reluctant to speak openly about feeling overwhelmed.

Phil Western, a former electrician, began noticing the strain of his job in his early 30s. “I’d recently qualified and became self-employed quite quickly,” he says. “There’s a lot of stress, a lot of safety concerns. I would wake up in the middle of the night, thinking: ‘Oh, my God! Did I make that safe?’”

Being self-employed involved long hours, doing inventory checks, marketing and job searches. Obsessive thoughts, harsh self-evaluation, worries about the future as well as unhealthy eating habits began to define Western’s life. “You feel wired a lot of the time and think that’s being productive, but you’re just ruminating over a problem you’re not solving,” he says.

Western has since created an online course called Emptying the Bucket, which aims to help those who suffer from burnout and chronic-fatigue syndrome. His tips include adopting a whole-food diet, meditating, identifying thought patterns that don’t serve you and learning about how the nervous system works.

## Young workers at risk

Burnout can strike at any age, but young people are among those most affected by it. Two-thirds of students feel stressed and exhausted, according to ZEIT CAMPUS Ratgeber Mental Health. And a US study from 2023, called The Mental Health and Well-being of Young Professionals, found that 53 per cent of young workers reported feeling burned out at least once a week. “It is more likely burnout would happen with young professionals

### “THEY”/“THEM”

The pronouns “they”/“them” are not gendered. In standard English, they are plural. But today, some people wish to be referred to as “they”/”them”, to avoid designation of gender identity.

**refer to sb.** ➨ *hier:* von jmdm. sprechen; jmdn. bezeichnen

**designation** [ˌdezɪgˈneɪʃᵊn] ➨ Angabe, Benennung

**counsellor** ➨ Berater(in)

**boundary** ➨ Grenze

**relay sth. to sb.** ➨ jmdm. etw. übermitteln

**keynote speaker** ➨ Hauptredner(in)

**take a toll** ➨ seinen Tribut fordern

**exhaustion** [ɪgˈzɔːstʃən] ➨ Erschöpfung

**brain fog** ➨ Gehirnnebel

**remote work** ➨ Fernarbeit, Telearbeit

**survey** [ˈsɜːveɪ] ➨ Umfrage, Studie

**reluctant** [rɪˈlʌktənt] ➨ zurückhaltend, widerstrebend

**overwhelmed** ➨ überwältigt, überfordert

**strain** ➨ Belastung

**safety concerns** ➨ Sicherheitsbedenken

**inventory** ➨ Lagerbestand

**harsh** ➨ hart, streng

**wired** [ˈwaɪəd] (*jfml.*) ➨ aufgedreht, ruhelos

**ruminate over sth.** ➨ über etw. nachgrübeln

**bucket** [ˈbʌkɪt] ➨ Eimer

**whole-food diet** [ˈdaɪət] ➨ Vollwerternährung

**strike** ➨ *hier:* zuschlagen

**affect sb.** ➨ jmdn. beeinflussen, beeinträchtigen

Charlotte Phillips-Lynn: said "yes to anything that came my way"

Phil Western: "You feel wired a lot of the time"

because most of them have this urge to prove themselves in their careers," Esmaeilpour explains. "There is this hustle culture that makes young people more vulnerable, plus the expectations social media have set." Posts promoting excessive productivity and long working hours contribute to the unhealthy prioritization of results over wellbeing.

While there is more awareness of mental-health risks among young people today, it is still true that those at the start of their careers are often expected to work long hours and tend to have less power over their schedules than older employees. Add to that a housing crisis, student debt and a precarious job market, and the pressures on entry-level workers become clear.

### Too few people, too much work

Understaffed teams are another major source of workplace stress. Editorial assistant Inês Almeida suffered from burnout

## BURNOUT CHECKLIST

The Mayo Clinic, a non-profit medical organization in Minnesota and one of the world's most renowned hospitals for care and research, provides a checklist for anyone who thinks they may be at risk of burnout:

- ☐ Do you question the value of your work?
- ☐ Do you drag yourself to work and have trouble getting started?
- ☐ Do you feel removed from your work and the people you work with?
- ☐ Have you lost patience with co-workers, customers or clients?
- ☐ Do you lack the energy to do your job well?
- ☐ Is it hard to focus on your job?
- ☐ Do you feel little satisfaction from what you get done?
- ☐ Do you feel let down by your job?
- ☐ Do you doubt your skills and abilities?
- ☐ Are you using food, drugs or alcohol to feel better or to numb how you feel?
- ☐ Have your sleep habits changed?
- ☐ Do you have headaches, stomach or bowel problems, or other physical complaints, with no known cause?

If you answered yes to any of these questions, you might have job burnout. Think about getting professional support. These symptoms can also be linked to health conditions, such as depression.

**renowned** [ri'naʊnd] ➔ namhaft, renommiert

**drag oneself to work** ➔ sich in die Arbeit schleppen

**let down** ➔ im Stich gelassen

**numb sth.** [nʌm] ➔ etw. betäuben

**headache** ['hedeɪk] ➔ Kopfschmerz(en)

**stomach** ['stʌmək] ➔ Magen

**bowel** ['baʊəl] ➔ Darm

**cause** ➔ Ursache

**urge** ['ɜːdʒ] ➔ Drang

**hustle culture** ['hʌsəl] ➔ Hustle-Kultur (eine Lebensweise, die von ständiger Arbeit und wenigen Ruhepausen geprägt ist)

**vulnerable** ['vʌlnərəbəl] ➔ anfällig

**schedule** ['ʃedjuːl] ➔ Terminplan

**debt** ['det] ➔ Schulden

**entry-level** ➔ Einstiegs-

**understaffed** ➔ unterbesetzt

**editorial** ➔ Redaktions-

Fotos: privat

Inês Almeida: "Security came with strings attached"

# Understaffed teams are a major source of workplace stress

while working in Macau, a special administrative region of China. She was doing a job she had begun as an intern in 2014. "When I started, we were a team of eight," she says. "Over time, the team shrank, but the volume of work was still there." Instead of hiring new staff, the company continued operations with a smaller team. "I was promoted to editor, which felt like a great accomplishment, but it came with a tremendous amount of work," Almeida explains. "At 27, I found myself with a stable, well-paid job — one I could have kept for the rest of my life — but that security came with strings attached." Leaving her job helped Almeida to get well again, while talking to friends who'd had similar experiences, doing creative activities together and taking outdoor exercise classes also helped.

Although "workism" has become increasingly widespread, there are steps companies and employees can take to reduce the risks. Productivity losses, increasing rates of absenteeism and higher staff turnover make organizations less efficient. By providing employee assistance programmes (EAPs) as well as training on work-life balance and stress management, companies can support employee mental health. Esmaeilpour says: "The focus is on creating a no-blame culture, where employees can comfortably address their feelings if work becomes unmanageable."

## HOW TO GET HELP IN GERMANY

The number of mental-health sick days taken in Germany in the first half of 2024 was 14.3 per cent higher than the same period in 2023, according to the health insurer DAK. Here's where to find help in Germany:

- Get mental-health support from your statutory or private health-insurance provider
- Join a self-help group, such as those offered by Anderes Burnout Café (anderes-burnout-cafe.de)
- Contact the Deutscher Bundesverband für Burnout-Prophylaxe und Prävention (DBVB) or the Bundesverband Burnout und Depression (BBuD)

**health insurer** [ɪn'ʃʊərə]
► Krankenkasse

**statutory** ['stætʃʊtəri]
► gesetzlich

**insurance** [ɪn'ʃʊərəns]
► Versicherung

**intern**
► Praktikant(in)

**shrink**
► schrumpfen

**accomplishment**
► Leistung

**tremendous**
► ungeheuer, enorm

**strings attached: come with ~**
► mit Bedingungen verbunden sein

**workism**
► Workism (Arbeit als Selbstverwirklichung)

**absenteeism** [ˌæbsən'tiːˌɪzəm]
► Arbeitsausfall, häufiges Nichterscheinen bei der Arbeit

**staff turnover**
► Mitarbeiterfluktuation

**unmanageable** [ˌʌn'mænɪdʒəbəl]
► unüberschaubar, nicht zu beherrschen

Foto: privat

# Products made from oil

Es steckt in Kleidung, Zahnbürsten oder in den Kerzen auf dem Geburtstagskuchen: Erdöl wird noch immer für die Produktion vieler Alltagsgegenstände genutzt.

EASY

While the world looks for alternatives to fossil fuels and plastics, oil is still a major source of energy. Demand for oil is often used to measure the health of the global economy, partly because so many things can be made from one barrel (about 159 litres) of crude oil.

**ONE BARREL OF CRUDE OIL =**

- **12 400-gram** gas cylinders of liquified gas (such as propane)
- enough fuel to drive a medium-sized car over **450 kilometres** or a large truck about **60 kilometres**
- **27** wax crayons or **170** birthday candles
- nearly two kilograms of charcoal briquettes
- just under a litre of motor oil
- **70 kilowatt hours** of electricity from a power plant
- enough asphalt for **3.8 litres** of tar

**PETROCHEMICALS FROM THE SAME BARREL OF OIL =**

- **11** plastic phone cases
- **23** hula hoops
- **39** polyester shirts
- **65** plastic drinking cups
- **135** rubber balls (10 centimetres in diameter)
- **195** US one-cup measuring cups
- **540** toothbrushes
- **750** combs

## The life (cycle) of a polyester T-shirt

Crude oil goes through a process called polymerization to turn it into polyethylene terephthalate (PET) pellets. Making enough PET for one shirt emits 5.95 kilograms of $CO_2$ — it's one of the most energy-intense stages of the shirt's life cycle.

The pellets are mixed with other agents to create a yarn with which the T-shirt is manufactured. Then, it's dyed and transported for sale.

A study by Australia's RMIT University, in Melbourne, found that one polyester T-shirt has a carbon footprint (from creation to disposal) that's equal to 20.56 kilograms of $CO_2$ emissions — about the same as driving a car 140 kilometres.

**Source:** Chevron

**fuel** ['fjuːəl] ➔ Brennstoff
**crude oil** ➔ Erdöl, Rohöl
**gas cylinder** ['sɪlɪndə] ➔ Gasflasche
**liquified** ➔ verflüssigt, Flüssig-
**wax crayon** [ˌwæks 'kreɪɒn] ➔ Wachsmalstift
**candle** ➔ Kerze
**charcoal briquette** [brɪ'ket] ➔ Holzkohlebrikett
**power plant** ➔ Kraftwerk
**tar** ➔ Teer
**rubber ball** ➔ Gummiball
**diameter** [daɪ'æmɪtə] ➔ Durchmesser
**US one-cup** ➔ US-amerikanisches Cup (236,59 ml)
**emit sth.** ➔ etw. abgeben
**stage** ➔ *hier:* Phase
**life cycle** ➔ Lebenszyklus
**agent** ['eɪdʒənt] ➔ *hier:* Inhaltsstoff
**yarn** ➔ Garn
**manufacture sth.** [ˌmænju'fæktʃə] ➔ etw. herstellen
**dye sth.** ['daɪ] ➔ etw. färben
**carbon footprint** ➔ $CO_2$-Fußabdruck
**disposal** ➔ Entsorgung

Illustrationen: Depositphotos

# When lightning strikes

Die Klimaerwärmung führt verstärkt zu Extremwetter — und auch zu immer mehr Blitzeinschlägen. Das hat Auswirkungen auf verschiedene Bereiche der Wirtschaft.

Von SARAH EVANS

MEDIUM

# Every degree of global warming produces 12 per cent more lightning

As the world heats up, there's more moisture in the air, and this leads to more thunderstorms and more lightning strikes. Data from the University of California, Berkeley, suggests that every degree of global warming produces 12 per cent more lightning activity. Wildfires, which are also happening more often, may further increase the likelihood of lightning. In 2021, scientists found that lightning strikes rise by 73 per cent over land and 270 per cent over oceans during wildfire season. Extreme weather causes rising costs — in the EU between 1980 and 2023, the bill has been estimated at €738 billion. Lightning has negative effects on various sectors of the economy.

## Aviation

It's not uncommon for large planes to be struck by lightning. Sophistcated protective measures usually prevent damage, but not always. In August 2024, a Delta flight from Boston to Rome had to turn back after a lightning strike. Just a month later, the same thing happened to a Scandinavian Airlines flight from Copenhagen to Shanghai. Disruption caused by lightning means considerable costs for airlines — about $2 billion a year, according to the website Aviation Week.

## Data centres

Lightning can have a dramatic impact on data centres. In 2015, multiple strikes at a Google data centre in Belgium led to a permanent loss of data. While lightning protections have improved, four out of ten data centre outages (which are often caused by strikes) result in costs of between $100,000 and $1 million, according to the digital infrastructure company Uptime Institute.

## Infrastructure

As they're very tall and out in the open, it's not surprising that power transmission lines get hit by lightning. This can lead to malfunctions and high-voltage surges. Lightning causes about 35 per cent of power outages. In 2021, the UK's National Grid Electricity Transmission reported that lightning strikes were increasing in some areas. The system is currently believed to be resilient, but that might change if lightning strikes become more frequent.

## Oil and gas production

Lightning is something the oil and gas industry takes seriously as drilling platforms, pipelines and refineries are largely made of metal. The oil regions of Oklahoma, Texas and New Mexico are areas of high lightning density, and strikes cause a third of all oil tank fires. The Spanish storm safety company Aplicaciones Tecnológicas says each accident costs between $10 million and $420 million, but they can be avoided with proper protection.

## Insurance

The US Insurance Information Institute says the value of homeowners' lightning-related insurance claims rose more than 30 per cent in 2023 (from the previous year), reaching $1.27 billion. And the German insurance group Allianz says lightning damage to aircraft causes some of the most expensive claims — globally, incidents in aviation account for 57 per cent of reported lightning claims.

Finally, lightning also has a profound effect on humans: worldwide, between 6,000 and 24,000 people are killed by lightning each year.

**moisture** ['mɔɪstʃə] ▸ Feuchtigkeit

**lightning strike** ▸ Blitz(ein)schlag

**suggest sth.** [sə'dʒest] ▸ etw. nahelegen

**cause sth.** ▸ etw. verursachen

**billion** ▸ Milliarde(n)

**struck: be ~ by sth.** ▸ *hier:* von etw. getroffen werden

**disruption** ▸ Störung

**aviation** [ˌeɪvɪ'eɪʃən] ▸ Luftfahrt

**outage** (US) ['aʊtɪdʒ] ▸ Ausfall

**power transmission line** ▸ Stromübertragungsleitung

**malfunction** ▸ Fehlfunktion, Störung

**high-voltage surge** ▸ Hochspannungsstoß

**grid** ▸ Netz

**resilient** [rɪ'zɪlɪənt] ▸ stabil, belastbar

**drillling platform** ▸ Bohrplattform

**refinery** [rɪ'faɪnərɪ] ▸ Raffinerie

**density** ▸ Dichte

**insurance** [ɪn'ʃʊərəns] ▸ Versicherung

**claim** ▸ Anspruch

**previous** ['priːviəs] ▸ vorherig

**aircraft** ▸ Luftfahrzeug

**incident** ▸ Vorkommnis, Vorfall

**account for sth.** ▸ sich auf etw. belaufen

**profound** [prə'faʊnd] ▸ tiefgreifend, groß

Foto und Icons: iStock.com

# Test your financial English

Das eigene Gehalt, Investitionen oder die Finanzen eines Unternehmens: Finden Sie heraus, wie gut Ihr Wortschatz ist, wenn es ums Geld geht.

Von RICHARD MOTE

MEDIUM

Foto: Stocksy United

Money isn't everything, but it is important. Just how important it is can be seen in many English expressions. Money can be old or new. Money talks and makes the world go round, but although you can marry money, it can't buy you love. Every day, money is made, spent, saved and lost. Here, we give you the chance to test your financial English to help you talk about money.

## Give me money!

A. Fill in the gaps in the text with the words from the list.

***wage | rate | paid | earn | salary***

Workers 1) _____ money for the work they do, but how they get 2) _____ depends on the type of worker they are. Many employees receive a(n) 3) _____, which is the same amount every month, no matter how many hours they work. However, other workers get a(n) 4) _____ that may be based on an hourly 5) _____. The more hours they work, the more money they get.

B. Complete the following text by filling in the missing vowels.

Each month, employees receive a 6) **p__ysl__p** that shows a lot of financial details. This includes the automatic 7) **d__d__cti__ns** that are made. A certain percentage of their 8) **__nc__m__** goes to 9) **__n__mpl__ym__nt __ns__r__nc__**, for example, and to the 10) **p__ns__on __ns__r__nc__ f__nd**.

## Put it in the bank

Match the banking expressions (1–8) with their definitions (A–H).

1. savings account
2. current account (US: checking account)
3. joint account
4. bank charges
5. bank balance
6. direct debit
7. bank transfer
8. standing order

A. The amount of money in an account at any given time.
B. The fees for bank services such as ATM withdrawals.
C. An account held by two or more people who share access.
D. A regular, automatic payment made from one account to another.
E. A payment taken automatically from an account.
F. An account to store money for future use and to earn interest.
G. The process of moving money from one bank account to another.
H. An account used for everyday transactions, such as paying bills and making purchases.

**1**– ; **2**– ; **3**– ; **4**– ; **5**– ; **6**– ; **7**– ; **8**–

**money talks** ▸ Geld ist Macht

**go round: money makes the world ~** ▸ Geld regiert die Welt

**marry money** ▸ sich reich verheiraten

**gap** ▸ Lücke

**vowel** ▸ Vokal

**at any given time** ▸ zu einem beliebigen Zeitpunkt

**fee** ▸ Gebühr

**ATM withdrawal** ▸ Abhebung am Geldautomaten

**access** ▸ Zugang; *hier:* Zugriffsberechtigung

**interest** ▸ *hier:* Zinsen

**purchase** ['pɜːtʃəs] ▸ Kauf

## What comes in also goes out

Anna and her husband, John, are discussing their finances. Choose the correct words to complete the dialogue.

**Anna:** You look busy. Are you paying some 1) **accounts / bills**? How do our finances look this month?
**John:** Well, we received the child 2) **benefit / income** last week — that's £170. And our rental 3) **benefit / income** from the flat is now £410.
**Anna:** Great! Let's go out and celebrate!
**John:** Hang on! We still have to pay the insurance 4) **premiums / prizes** for the house. They've gone up to £380 for the year, which we pay in 5) **instants / instalments**.
**Anna:** Didn't we also get the 6) **dividend / divided** from those shares you own?
**John:** No. We get that only once a 7) **quarter / quart**.
**Anna:** Oh. By the way, my company has started an occupational 8) **pension / rent** scheme. They're going to 9) **deduct / reduce** £50 from my salary each month.
**John:** That's good. It will lower our 10) **taxable / taxed** income.
**Anna:** Well, it will help a little. What other 11) **expenses / expensives** do we need to 12) **cover / catch**?
**John:** There's our regular 13) **mortgage / mortuary** repayments and the utility bills, which have increased. Maybe we should cut a few costs. Do we really need three streaming 14) **subscriptions / descriptions**?
**Anna:** That's because we both like watching TV series.
**John:** Right. I've decided not to 15) **renew / redo** my gym membership. The 16) **fees / fines** are more than £70 a month. Jogging is cheaper.
**Anna:** So, we can go out for dinner after all?
**John:** Well... maybe an Indian takeaway.
**Anna:** Deal!

## Company cash

Complete each sentence with the correct word or expression from the list.

***overheads* | *public* | *payable* | *revenue* | *cash flow* | *commission* | *equity* | *remuneration***

1. The most important source of income is the sales _____.
2. The more the salespeople sell, the more they earn on _____.
3. Going _____ means a company allows investors to buy shares.
4. The value of a company's shares is known as _____.
5. The regular costs of running a business are called _____.
6. Generous _____ packages attract talented workers but are expensive.
7. Tom works in accounts _____. He makes sure the company pays its bills to suppliers and other parties.
8. Every business needs a healthy _____ _____, so it can make payments when necessary.

**Hang on!** (*ifml.*) ► Warte mal!
**share** ► *hier*: Aktie
**utility bill** ► Rechnung eines Versorgungsunternehmens
**gym** [dʒɪm] ► Fitnessstudio
**Deal!** ► Abgemacht!
**package** ► *hier*: Gehaltspaket, Gesamtvergütung
**accounts** ► Buchhaltung

Foto: Stocksy United

## Fun with funds

Fill in the gaps with the words from the list.

***trust | vulture | mutual | hedge | index***

1. A(n) _____ fund is an investing group that makes speculative investments using borrowed capital.
2. A(n) _____ fund is an investment company that uses shareholders' money to invest in a diversified group of other companies.
3. A(n) _____ fund tracks the performance of a specific section of the market.
4. A(n) _____ fund is money that is controlled by people or an organization for somebody else.
5. A(n) _____ fund is an investment group that buys insolvent companies in order to reorganize and resell them for profit.

## Financial idioms

Choose the right word or expression to complete these idioms.

1. In her family, Sally is the one who brings home the **beef / bacon**.
2. This project is the company's latest cash **cat / cow**.
3. I shouldn't have bought it. It was money down the **drain / road**.
4. It's so expensive! It costs **an arm and a leg / a finger and thumb**.
5. Those things are really cheap. They're a **prime / dime** a dozen.

## For experts only

Match the finance terms (1–5) with their definitions (A–E).

| | |
|---|---|
| 1. **annuity** | A. the use of borrowed capital as a source of funding |
| 2. **debenture** | B. a fixed amount of money paid to somebody each year |
| 3. **collateral** | C. an agreement to invest in a company at a fixed rate of interest |
| 4. **indemnity** | D. property or other goods used as security for a loan |
| 5. **leverage** | E. financial protection against possible damage or loss |

**1**– ; **2**– ; **3**– ; **4**– ; **5**–

**fund** ▸ Fonds

**shareholder** ▸ Aktieninhaber(in)

**diversified** [daɪ'vɜːsɪfaɪd] ▸ breit gefächert

**track sth.** ▸ etw. verfolgen; *hier:* abbilden

**dozen** ['dʌzᵊn] ▸ Dutzend

**funding** ▸ Finanzierung

**loan** ▸ Darlehen, Kredit

**Answers:**

**Give me money!**
**A.** 1) earn; 2) paid; 3) salary (*Gehalt*); 4) wage (*Lohn*); 5) rate
**B.** 6) payslip (*Gehaltsabrechnung*); 7) deductions (*Abzüge*); 8) income; 9) unemployment insurance (*Arbeitslosenversicherung*); 10) pension insurance fund (*Rentenversicherung*)

**Put it in the bank**
1. F; 2. H (current account = *Girokonto*); 3. C (joint account = *gemeinsames Konto*); 4. B; 5. A (bank balance = *Kontostand*); 6. E (direct debit = *Lastschrift*); 7. G (bank transfer = *Banküberweisung*); 8. D (standing order = *Dauerauftrag*)

**What comes in also goes out**
1. bills; 2. child benefit (*Kindergeld*); 3. rental income (*Mieteinnahmen*); 4. premiums (insurance premium = *Versicherungsprämie*); 5. instalments (*Raten*); 6. dividend; 7. quarter (*Quartal*); 8. occupational pension scheme (*betriebliche Altersversorgung*); 9. deduct (*abziehen*); 10. taxable (taxable income = *zu versteuerndes Einkommen*); 11. expenses (*Ausgaben*); 12. cover; 13. mortgage (*Hypothek*); 14. subscriptions (*Abonnements*); 15. renew; 16. fees (*Gebühren*)

**Company cash**
1. revenue (*Ertrag*); 2. commission; 3. public; 4. equity; 5. overheads (*Betriebskosten*); 6. remuneration (*Vergütung*); 7. payable (accounts payable = *Kreditorenbuchhaltung*); 8. cash flow

**Fun with funds**
1. hedge; 2. mutual (mutual fund = *Investmentfonds*); 3. index; 4. trust; 5. vulture (vulture fund(s) = *Geier-Fonds*)

**Financial idioms**
1. bacon (bring home the bacon = *die Brötchen verdienen*); 2. cow; 3. drain (throw money down the drain = *Geld zum Fenster rauswerfen*); 4. an arm and a leg (cost an arm and a leg = *schweineteuer sein*); 5. dime (be a dime a dozen = *wie Sand am Meer gehen*)

**For experts only**
1. B; 2. C (debenture = *Obligation, Schuldverschreibung*); 3. D (collateral = *Kreditsicherheit(en)*); 4. E; 5. A (leverage = *Fremdkapitalaufnahme*)

# Russia's shadow

Trotz internationaler Sanktionen verdient Russland mithilfe einer Flotte aus mehr als 400 Schiffen am Verkauf von Erdöl.

Von RICHARD MOTE

ADVANCED

Almost 120,000 large maritime vessels, such as bulk carriers and oil tankers, make up the global merchant fleet, based on data from 2023. But the ownership of those vessels can be as murky as the ocean itself. Most of these ships are registered in countries such as Panama, Liberia or the Marshall Islands — the world's top three flag states. Hidden under layers of shell companies, the true owners of any given ship are often impossible to identify.

Despite international sanctions, Russia sells an estimated four million barrels of oil a day that is transported by a shadow fleet of more than 400 ships. Benjamin Hilgenstock, an oil sanctions expert at the Kyiv School of Economics Institute, told the *Financial Times*: "Shadow tankers carrying Russian oil pass through European waters, including in the Baltic Sea and Mediterranean, several times per day." From those exports, Russia earns billions that it can spend on continuing its war in Ukraine.

## Unseen on the sea?

How does Russia do it? Since the full-scale invasion of Ukraine began, in February 2022, the West has attempted a difficult balancing act. Sanctions against Russian businesses and certain individuals were put in place quickly, but, at the same time, there was an effort to keep Russian oil flowing to prevent energy prices in the West from rising too much. In December 2022, the G7 countries went a step further, banning their companies from

**vessel** ▸ *hier*: Schiff

**bulk carrier** ▸ Massengutfrachter

**tanker** ▸ *hier*: Tankschiff

**make up sth.** ▸ *hier*: etw. ausmachen

**merchant fleet** ['mɜːtʃənt fliːt] ▸ Handelsflotte

**murky** ▸ trüb, unergründlich

**layer** ▸ Schicht

**shell company** ▸ Briefkastenfirma

**Baltic Sea** ▸ Ostsee

**Mediterranean** [ˌmedɪtə'reɪnɪən] ▸ Mittelmeer

**full-scale** ▸ großflächig, großangelegt

**place: put sth. in ~** ▸ *hier*: etw. einführen

**ban sb. from doing sth.** ▸ jmdm. verbieten, etw. zu tun

Foto: iStock.com

# fleet

providing ships, insurance or finance for Russian oil exports — unless the oil was sold at a discount. Until 2022, Russian seaborne oil exports had relied on Western tankers. Once the sanctions were implemented, Russian oil companies and traders began buying their own second-hand tankers, with the help of intermediaries and non-Russian ship operators to hide any connection to the vessels. And many ship owners, some based in the West but outside the G7, took the opportunity to sell off old tankers at a premium price.

As it has become clear that sanctions against Russia have not been as effective as hoped, some leaders want to take a tougher stance. In November 2024, the European Parliament called for targeted measures against Russia's shadow fleet, including stopping ships and confiscating illegal cargo. It will be up to the EU to decide what measures, if any, are implemented and how effectively they'll be enforced.

## Danger in the water

It's not only the fact that Russia is earning money, almost half of its revenue, from fossil-fuel exports that is concerning. There's also an unknown environmental risk. The ocean is a harsh place. Wear and tear, along with the rising cost of maintenance, mean that Western oil companies usually scrap their tankers after about 15 years of service. The average age of the vessels Russia is using is thought to be 18 years.

> "Tankers carrying Russian oil pass through European waters several times per day"

It's also highly unlikely that those old ships have insurance, which would help pay for clean-up operations in the case of an oil spill — a situation that looks increasingly likely. "Several incidents have already happened," Hilgenstock says. "A major disaster is really only a question of time."

**seaborne**
► auf dem Seeweg befördert

**intermediary**
[ˌɪntəˈmiːdiəri]
► Zwischenhändler(in)

**sell sth. off**
► etw. verhökern

**stance: take a tough ~**
► eine kompromisslose Haltung einnehmen

**enforce sth.** [ɪnˈfɔːs]
► etw. durchsetzen, Geltung verschaffen

**concerning**
► besorgniserregend

**harsh** ► rau, hart

**wear and tear**
[ˌweər ən ˈteə]
► Abnutzung, Verschleiß

**scrap sth.**
► etw. abwracken

**oil spill**
► Ölkatastrophe

**incident**
► Vorfall, Vorkommnis

# How to get people to read your emails

Zu lang, zu kompliziert und mit verwirrendem Betreff: Jeder kennt E-Mails, die für Missverständnisse sorgen und Zeit fressen. Zehn Tipps für mehr Klarheit im Postfach.

Von KEN TAYLOR

MEDIUM AUDIO ÜBUNGSHEFT

"Plain English works best"

From time to time, you probably get emails that are so confusing you have to read them several times before you begin to understand. It's like being lost in a thick fog. This sort of thing is a waste of time — emails fly back and forth as you try to clear up the misunderstandings.

Here are ten email mistakes, or "fog factors", and how to avoid them.

### 1. Too many topics in one mail

Email was designed as a short messaging system and should be used that way. This means it's best to have only one topic per mail, so that the reader's mind is focused. No email should be much longer than half a page. Otherwise, you should consider using another medium or sending an attached document.

### 2. An unclear subject line

Always add a clear and relevant subject line. This makes it easier to find the email later. Take care not to start a new topic under an old subject line. If the thread has grown so long that the topic has changed, email was probably not the right communication tool to use.

### 3. The key message is unclear

The key message should be at the beginning of each paragraph, in newspaper style. This makes your ideas easier to follow and remember.

### 4. An unclear layout

Leave some white space on the page. A clear layout — with numbered paragraphs and bullet points, for example — makes your emails much reader-friendlier.

### 5. Confusing pronouns

We use pronouns ("he", "she", "it", etc.) to avoid repeating nouns, but always make sure that it's clear who or what a pronoun refers to. This can be harder than it sounds. A team, for example, can be one thing ("it") or a group ("they"): "My team is great. They work together really well."

**thick fog** ▸ dichter Nebel

**fly back and forth** ▸ *hier*: hin und her versendet werden

**messaging system** ▸ Nachrichtensystem

**topic** ▸ Thema

**attached** ▸ beigefügt, angehängt

**subject line** ▸ Betreffzeile

**thread** ▸ Faden, (Themen-)Strang

**white space** ▸ Leerraum

**bullet point** ['bʊlɪt pɔɪnt] ▸ Aufzählungs-, Stichpunkt

Illustration: Georg Lechner, iStock.com

### 6. Over-complicated vocabulary

Plain English works best. Write "start" not "commence"; "end" not "terminate" and "send" instead of "dispatch", for example.

### 7. The sentences are too long

When writing, use more full stops than commas. Vary the length of your sentences somewhat, but keep most of them short — a sentence with more than 20 words becomes difficult to read, especially if you're writing to other second-language speakers. Sentences of 14 words or fewer are usually ideal.

### 8. The paragraphs are too long

Each paragraph should express one idea. Relevant background information and statistics can be included. Aim for a maximum of five or six sentences per paragraph.

### 9. Too many noun phrases

Use verbs rather than nouns to make a text shorter and easier to read:

- "apply for" is simpler than "make an application for"
- "review something" is better than "conduct a review of something"
- "assess" is easier to understand than "make an assessment of"

### 10. Old-fashioned language

Abstract language with old-fashioned phrases doesn't grab the reader's attention. Write in a straightforward way using the language of today:

- "because" not "due to the fact that"
- "soon" not "in the near future"
- "if" not "in the event of"
- "about" not "with reference to"

Here's part of a fog-bound email:
*With reference to your mail dated 15 April, please be good enough to advise us as to whether you will be in a position to dispatch the equipment as described at an earlier date if requested…*

Now, let's clear the fog:
*Thank you for your mail dated 15 April. Please let us know how soon you can send the equipment once ordered…*

Gustave Flaubert was asked the reason for his success as a writer. He wrote:
*Whenever you can shorten a sentence, do.*
*And one always can.*
*The best sentence?*
*The shortest.*

Follow Flaubert's advice, and avoid the other nine fog factors. That way, your readers will know exactly where they are and where you want them to go.

## ESSENTIAL PHRASES

### Making the key message clear

- The reason I'm writing is to…
- The purpose of this mail is to…
- I'd like to emphasize the following…
- My key message is…

### Keeping it short and simple

- Thank you for your mail dated 12 September.
- I'm writing about the May sales meeting.
- Please let us know your travel plans asap.
- Do you need any help booking hotels?

### Using verbs rather than nouns

- I would like to apply for the role.
- We need to review our sales targets.
- Let's assess our staffing needs for next year.
- I'd like to evaluate the effect of our ads on social media.

### Using simple, modern language

- I can't come to the meeting because I'm on holiday.
- I hope to see you again soon.
- We have a back-up plan if there is a train strike.
- I'm writing about your order.

**purpose** ['pɜːpəs] ➨ Zweck

**emphasize sth.** ['emfəsaɪz] ➨ etw. hervorheben, herausstellen

**apply for sth.** ➨ sich für etw. bewerben

**review sth.** ➨ etw. überprüfen

**assess sth.** ➨ etw. beurteilen, einschätzen

**staffing needs** ➨ Personalbedarf

**evaluate sth.** ➨ etw. beurteilen

**commence sth.** ➨ etw. beginnen

**terminate sth.** ➨ etw. beenden

**dispatch sth.** ➨ etw. versenden

**full stop** (UK) ➨ Punkt

**rather than** ➨ statt

**apply for sth.** ➨ sich für etw. bewerben

**application** ➨ Bewerbung

**review sth.** ➨ etw. überprüfen

**conduct sth.** ➨ etw. durchführen

**assess sth.** ➨ etw. beurteilen, einschätzen

**assessment** ➨ Beurteilung, Einschätzung

**grab sth.** ➨ etw. packen; *hier:* fesseln

**straightforward** ➨ einfach, unkompliziert

**due to** ➨ aufgrund von

**in the event of** ➨ im Falle von

**with reference to** ➨ in Bezug auf

**fog-bound** ➨ durch Nebel behindert; *hier:* unübersichtlich, kompliziert

**advise sb.** ➨ jmdn. benachrichtigen

**as to** ➨ bezüglich, betreffend

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# A chance for a new start

Als Lawrie Chandler seinen Job verlor, ließ er sich nicht entmutigen und gründete sein eigenes Unternehmen. MELITA CAMERON-WOOD hat mit dem Finanzberater über seinen Neuanfang gesprochen.

**ADVANCED**

> "Redundancy was the catalyst for developing my business"

In January 2014, I was 35. My wife and I were expecting our first child and, despite the bad news about Europe's debt crisis, my life appeared to be going well — until I lost my job.

I was working in London for the UK subsidiary of a Middle Eastern private bank. If you are a mid-career young professional, being made redundant is daunting, particularly when the job market looks bad. However, this was not my first experience of redundancy. In my first job, a lot of staff were being made redundant when I started. Some of those people went on to do completely new things. A former IT guy retrained as a chef, for example. Those positive experiences gave me hope. I realized that it was down to me to create my next opportunity. So, I used my redundancy package to start a financial-advisory business.

I asked what the bank planned to do with the customers I had acquired for them. My boss explained that they weren't going to service that side of the business and would be happy to let me work with my contacts in the future. Turning a list of prospects into a client base still took longer than I had imagined, which forced me to find new customers.

Applying a lean start-up methodology, such as using agile operations with little capital, really helped me to get things started. The big corporate world doesn't prepare you for this, but defining a business, building opportunities and monetizing ideas can be enjoyable and rewarding. Redundancy was the catalyst for developing my business and showed me the importance of using my skills to help others. The mentorship I got when I was made redundant was instrumental in getting me to where I am today.

My business has been around for 11 years now, and we spend about 25 per cent of our time mentoring people who are not likely to be active prospects to improve their financial literacy. Sometimes, redundancies can leave people with a large sum of money and lucrative stock options — so they might be rich but lack a purpose. To avoid this, you should define what your skills are and what your purpose is. Take a few calculated risks, and leverage yourself up, one step at a time.

**LAWRIE CHANDLER** is the founder of Edale, a London-based financial-advisory business that focuses on private and business finances

Foto: privat

**debt crisis** ['det ˌkraɪsɪs] ➨ Schuldenkrise

**subsidiary** [səb'sɪdiəri] ➨ Filiale

**redundant: be made ~** (UK) ➨ den Arbeitsplatz verlieren

**daunting** ➨ beängstigend

**redundancy** (UK) ➨ *hier:* Entlassung

**retrain** ➨ sich umschulen lassen

**chef** ➨ Koch/Köchin

**down: be ~ to sb.** ➨ jmds. Sache sein

**redundancy package** (UK) ➨ Sozialplan

**service sth.** ➨ etw. bedienen

**prospect** ➨ potenzielle(r) Kunde/Kundin

**still** ➨ *hier:* dennoch

**agile operations** ['ædʒaɪl] ➨ agile Betriebsabläufe

**corporate world** ➨ Geschäftswelt

**monetize sth.** ➨ etw. zu Geld machen

**financial literacy** ['lɪtərəsi] ➨ Finanzwissen

**stock options** ➨ Aktienanteile

**leverage oneself up** ['li:vərɪdʒ] ➨ *hier:* sich nach oben arbeiten

# Have the best team off-site ever

Es kann ein besonderes Essen mit Kollegen oder eine gemeinsame Fahrt durch den Matsch sein: Sechs Tipps für Team-Events, die Spaß machen und den Zusammenhalt stärken.

Von FRANK PETERS

MEDIUM AUDIO ÜBUNGSHEFT

A mud run is fun and a chance to show team spirit

Few work events divide opinion more than the team off-site. Some people love spending a couple of days with their colleagues away from the office, enjoying interesting discussions, having a few drinks and doing fun outdoor activities. But others find the very idea stressful. However, having everyone together in a cosy place is a unique opportunity to strengthen your team's spirit, improve cooperation and build trust.

Here's what you should consider when planning your next off-site. Note that we're focusing on team-building activities rather than strategy workshops.

### 1. Have a clear purpose

A common mistake is not knowing exactly what the off-site is meant to achieve. It's just one activity and one meal after another with no clear outcome. Afterwards, everyone returns to the office, and the effect soon fades away. This happens when the planning team selects activities they like with no clear intent.

Before planning, take a step back. Define three main goals (no more than three). What should be different after the event? Maybe you want to encourage openness in the team or build trust between two departments. It's worth trying hard to find the real purpose of the event. It's helpful to ask "why" repeatedly, until you discover the core reason.

**Hiking to the summit will leave a lasting impression**

### 2. Make it unique

There's no one-size-fits-all solution. The location depends on your goals and purpose. Some activities require a specific place. I recommend choosing a location that offers a variety of outdoor activities. Sure, an indoor escape game can enhance team cooperation and communication, but it may not leave a lasting impression like hiking in the Alps with a team photo at the summit. Wherever you go, aim to do something unique to that place.

Take hiking, canyoning or mountain biking, for example. If you're near the Alps, that can be a special experience. If you're close to a lake or the sea, incorporate water-based activities — perhaps build a raft or charter a boat that you stay on overnight. Be ambitious. Try to find an experience that will make your off-site memorable and meaningful.

### 3. Make it a journey

Once you've identified your goals, it's time to design the journey. The event doesn't start when everyone arrives, nor does it end when you say goodbye. Think of ways to engage the team before and after the event. If your goal is to foster collaboration between departments, for example, form cross-department teams and give each one a pre-event task — even if it's just coming up with a team name, it will help people bond ahead of time.

I once worked with a company whose task for their off-site was to build wooden structures for a daycare centre. Well before the event, the employees selected the centre and went to meet the people there. This increased the excitement and commitment, making the event itself much more fun and energetic.

### 4. Include, don't exclude

Obviously, your team members have a variety of skills and preferences. Some, but not all, may be good at handicraft or love sports. The challenge for the organizers is to find activities that allow everyone to shine, or at least feel included. If you have a football tournament, for example, tweak the rules to let everyone participate in whichever way they can.

**off-site**
► *hier:* Zusammenkunft außerhalb des Arbeitsplatzes

**very: the ~**
► *hier:* ebendie

**cosy** ► gemütlich

**unique** [juˈniːk]
► einmalig

**rather than** ► und nicht

**outcome** ► Ergebnis

**fade away** ► schwinden

**department** ► Abteilung

**core** ► zentral

**one-size-fits-all** (US)
► *hier:* generell, allgemeingültig

**enhance sth.**
► etw. verbessern

**lasting** ► bleibend

**summit** ► Gipfel

**raft** ► Floß

**memorable** ► denkwürdig

**engage sb.**
► jmdn. einbinden

**foster sth.** ► etw. fördern

**cross-department**
► abteilungsübergreifend

**bond** ► eine Bindung eingehen; *hier:* zusammenfinden

**daycare centre**
► Kindertagesstätte

**commitment**
► Einsatzbereitschaft, Engagement

**handicraft** ► Handwerk

**tournament** ► Turnier

**tweak sth.**
► etw. anpassen

**FRANK PETERS** lives in Cologne and works as a coach with teams and leaders, to make them a successful and happy team (again)

Fotos: iStock.com; Uwe Klössing

Good food is a must for an off-site to be successful

### 5. Allow time to think

It's great to create memories, but people also need some time to reflect on what they've learned. Allow moments for discussion, so people can talk about their experiences and take lessons back to work. Prepare questions that are related to the off-site's purpose, such as:

- What have you learned about yourself?
- What team strengths have you observed?
- Was there a moment when you felt the purpose of the event was achieved?
- What do you think the team should continue doing based on this off-site?

### 6. Don't forget to have fun!

An event that's not enjoyable is not likely to help the team, so fun is essential. However, you may be surprised by what your team members find fun.

## "Fun is essential"

I once organized an off-site with lunch at a cosy mountain restaurant. To get back down the mountain, we rented carts. We had ponchos that offered little protection from the mud and rain. Then, 70 people raced down a steep, winding path while getting soaked to the skin. When we surveyed the participants later, most of them said the cart ride was the highlight of the event.

Not every activity needs a deeper meaning. Some can be purely for fun — and, sometimes, those moments achieve more than carefully designed workshops.

Even if you're not planning an off-site, most of these points can be applied to everyday teamwork or meetings. There's no need to wait to start building a better team.

### ESSENTIAL PHRASES

#### Self-reflection

- One thing I have learned from this weekend with my team is that we get better results when we share ideas and feedback.
- I feel my strengths in the team are communication and problem-solving because I can listen to my teammates and help them find solutions.
- One skill I'd like to improve when we're back in the office is my time management, so I can work more efficiently.
- I believe I can support my team better by keeping everyone updated so that our projects stay on track.
- A recent challenge I faced was managing a big project alone, and I handled it by asking for advice and breaking the work down into smaller tasks.
- To grow in my career, I want to work on my leadership skills.

**teammate** ▸ Teamkollege/-kollegin

**stay on track** ▸ auf Kurs bleiben

**handle sth.** ▸ etw. bewältigen

**lessons** ▸ *hier:* das Gelernte

**cart** ▸ *hier:* Mountaincart

**mud** ▸ Dreck, Schlamm

**winding** ['waɪndɪŋ] ▸ kurvenreich

**soaked** ▸ durchnässt

**survey sb.** [sə'veɪ] ▸ jmdn. befragen

**apply sth. to sth.** ▸ etw. auf etw. anwenden

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Foto: iStock.com

# Voiceover artist

Synchronsprecherin Sion Dayson verleiht unterschiedlichen Projekten ihre Stimme. Sie hat RACHEL PREECE von den Besonderheiten ihres Jobs erzählt.

EASY US AUDIO ÜBUNGSHEFT

I'm a total word nerd, so I love working with language all day. I receive a script and get to bring it to life. I work on many different types of content, so I'm always learning something new. Growing up, I was always observing people and eavesdropping. I can get inspiration from hearing anyone talk.

Voiceover suits my personality because I've always had a creative streak and love people, but I'm also an introvert, so I work from home, mostly talking to myself. I have a professional studio in my house — designed by a sound engineer. I do live, remote sessions where I'm in touch with studios and clients all over the world. It's a fun job. One downside is that it's unpredictable.

There is no typical day for voiceover artists. I never know what's going to pop into my inbox. I could be doing auditions for my agent, or self-recording an e-learning module. There could be a live session directed by the client in real time. But I'm also my own one-person business, so I have to do marketing, social media, invoicing, customer follow-up, sound editing and so on.

A lot of people believe voiceover is about the sound of your voice, but the more important part is effectively interpreting the text and performing it well. Great voiceover brings a brand to life. People are moved by storytelling, so you need to connect in a way that feels authentic and memorable. A professional voiceover builds trust and creates an emotional link, which is essential to converting audiences into loyal customers.

As long as I understand the message and who the audience is, the tone and cadence come naturally. If I'm narrating a hero video, for example, and the aim is to talk about how amazing a product is, my tone is going to be strong and I'm going to speak with a lot of authority. If I'm narrating a self-help book, I want the listener to feel like I'm their friend — I'm on their side.

I'd love to be the voice of a brand or voice a documentary on a meaningful issue, or be the narrator for a home-renovation show — because those are the shows I watch to relax. I still have lots of things on the bucket list.

## "I can get inspiration from hearing anyone talk"

**SION DAYSON** is an American voiceover artist living in Valencia, Spain. You can hear her on *Business Spotlight Audio*. https://siondayson.com

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**get to do sth.** ► etw. tun dürfen

**eavesdrop** ['i:vzdrɑ:p] ► (heimlich) zuhören

**streak** ► Strähne, Streifen; *hier:* Ader

**sound engineer** [ˌendʒɪ'nɪəʳ] ► Toningenieur(in)

**remote** ► online, nicht vor Ort

**in touch: be ~ with sb.** ► mit jmdm. in Kontakt stehen

**downside** ► Nachteil

**unpredictable** ► unvorhersehbar

**pop in(to)** (*ifml.*) ► vorbeischauen in; *hier:* auftauchen in

**inbox** ► Posteingang

**real time** ► Echtzeit

**invoicing** ► Rechnungsstellung

**brand** ► Marke

**audience** ['ɔ:diəns] ► Zuhörer(innen)

**cadence** ['keɪdᵊns] ► Tonfall

**narrate sth.** ► etw. erzählen; *hier:* aufsprechen

**hero** ['hi:roʊ] ► Held

**amazing** ► großartig

**issue** ['ɪʃu:] ► Thema

**narrator** ► Erzähler(in); *hier:* Sprecher(in)

**bucket list** ► Liste von Dingen, die man im Leben noch tun möchte

Foto und Illustrationen: privat; iStock.com

Illustration: Mike Ellis

# Commuting

Von der Bushaltestelle bis zum Zebrastreifen: Hier finden Sie nützliche Vokabeln zum Thema „Pendeln“.

Von HILDEGARD RUDOLPH

EASY AUDIO

1. **multi-storey car park** (UK), **parking garage** (US) ➨ Parkhaus
2. **bicycle rack/stand** ➨ Fahrradständer
3. **underground** (UK), **subway** (US) ➨ U-Bahnhof
4. **rush hour** ➨ Stoßzeit, Hauptverkehrszeit
   **traffic jam** ➨ Verkehrsstau
5. **carpool** ➨ Fahrgemeinschaft
6. **motorway** (UK), **freeway, highway** (US) ➨ Autobahn
7. **commuter** [kə'mjuːtə] ➨ Pendler(in)
8. **car park** (UK), **parking lot** (US) ➨ Parkplatz
   **parking space** ➨ Stellplatz (für ein Auto)
9. **cycle path, bike path** ➨ Fahrradweg
10. **pavement** (UK), **sidewalk** (US) ➨ Gehweg, Bürgersteig
11. **charging station** ➨ Ladestation
12. **petrol station** (UK), **gas station** (US) ➨ Tankstelle
13. **interchange/transfer station** ➨ Umsteigebahnhof
14. **pedestrian crossing** (UK), **crosswalk** (US) ➨ Fußgängerüberweg
    **zebra crossing** ['zebrə] (UK) ➨ Zebrastreifen
15. **bus stop** ➨ Bushaltestelle
16. **season ticket** ➨ Zeitkarte
    **weekly/monthly/annual ticket/pass** ➨ Wochen-/Monats-/Jahreskarte
17. **bus shelter** ➨ Bus-, Wartehäuschen
18. **terminus** ['tɜːmɪnəs] (UK), **end of line** (US) ➨ Endhaltestelle
19. **commuter/local train** ➨ Nahverkehrszug
20. **platform** ➨ Bahnsteig

## The daily commute

When commuters are on their way to work or back home again, the roads in and around cities are very busy, with heavy, stop-and-go traffic. Sometimes, traffic even comes to a standstill. Trains and buses are also very crowded.

The best means of transport for commuters depends on many factors, such as the distance they need to travel and the infrastructure available. Living in the suburbs (*Vororte*), outside populated urban areas, is quiet but may require a long commute to get to work in the city. In areas where public transport is less well developed, more people have to travel by car. Travelling during rush hour always requires patience.

Costs have to be considered, of course — the price of petrol versus the cost of a train ticket, for example. On public transport, a pay-as-you-go system, such as London's Oyster Card, is easy to use. This is a tap-on-tap-off system (called "tap-and-ride" in the US) with a rechargeable card that lets passengers hop on and off buses and trains whenever they need to.

### WHAT'S "PLANE" IN GERMAN?

Referring to transport, the English word **plane** is translated as *Flugzeug*. It is not *Plane*, which is **tarpaulin**, or **tarp** for short:

- "Shall we take the plane or the train?" — *Sollen wir das Flugzeug oder den Zug nehmen?*
- "My new vintage car is over there, under the grey tarpaulin." — *Mein neuer Oldtimer steht dort drüben, unter der grauen Plane.*

### DON'T MIX US UP!

The German verb *pendeln* is translated differently, depending on the context:

- **Commute** refers to going to the workplace and back again: "She commutes daily by train from White Plains to Manhattan." — *Sie pendelt täglich mit dem Zug zwischen White Plains und Manhattan.*
- **Shuttle** is used for a regular connection between two places: "Buses shuttle every 20 minutes between the airport and the trade centre." — *Busse pendeln alle 20 Minuten zwischen dem Flughafen und dem Messezentrum.*
- **Swing** is what a pendulum does: "The pendulum in the grandfather clock swings back and forth." — *Das Pendel in der Standuhr pendelt hin und her.*

## Other useful vocabulary

### Nouns

**articulated bus** [ɑː'tɪkjʊleɪtɪd] ➨ Gelenkbus

**delay** ➨ Verspätung

**public transport accessibility** ➨ öffentliche Verkehrsanbindung

**replacement bus service** ➨ Schienenersatzverkehr

**timetable** ➨ Fahrplan

**commuter/transit benefits** ➨ Fahrkostenzuschuss

### Adjectives

**crowded** ➨ (gedrängt) voll, überfüllt

**hazardous** ['hæzədəs] ➨ gefährlich, unfallträchtig

**reliable** [rɪ'laɪəbəl] ➨ zuverlässig

**time-consuming** ➨ zeitraubend

**(very) busy** ➨ (sehr) stark befahren

### Verbs

**be cancelled** ➨ ausfallen

**be late** ➨ Verspätung haben

**catch (the bus)** ➨ (den Bus) gerade noch erreichen

**change (buses, trains)** ➨ umsteigen

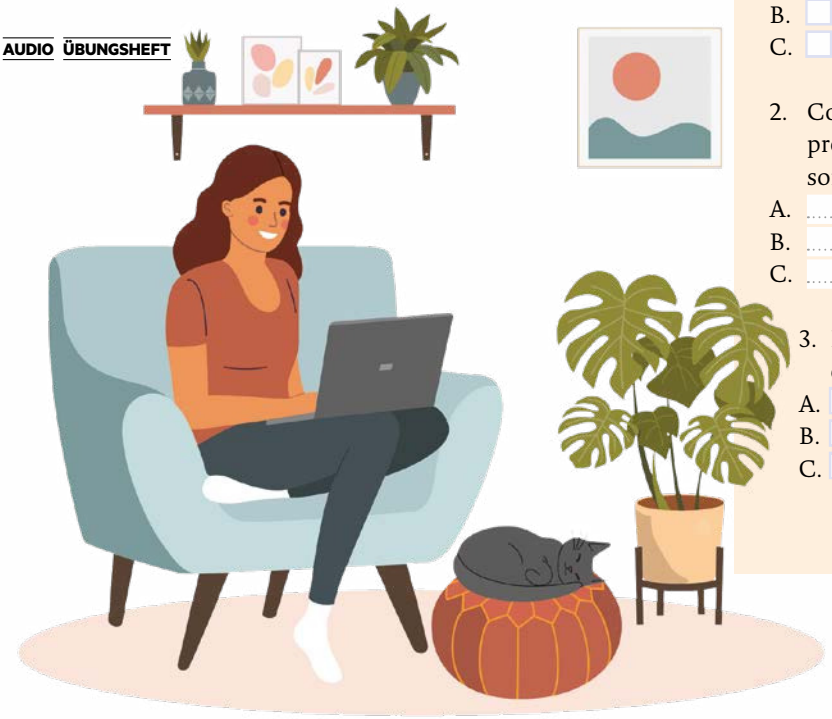
**take time** ➨ dauern, Zeit brauchen

# Being away from work

Krankmeldung, Vaterschaftsurlaub oder Sabbatjahr: Vokabeln für die Zeit, die man der Arbeit fern bleibt.

Von KAREN RICHARDSON

MEDIUM AUDIO ÜBUNGSHEFT



## Knowledge check

1. Employees get a certain amount of paid holiday time, known as "annual _____".
A. ☐ leave
B. ☐ life
C. ☐ layoff

2. Complete each phrase with the preposition **off**, **on** or **out** to say that someone is not at work.
A. _____ holiday
B. _____ of the office
C. _____ sick

3. In Britain, public holidays are often called "_____ holidays".
A. ☐ shop
B. ☐ bank
C. ☐ post office

You'll find the answers on page 47

## Word bank

Here, we present the essential vocabulary you'll need to talk about different types of leave.

### Types of leave

**annual leave** ['ænjuəl] ➤ Jahresurlaub

**bereavement leave** [bi'ri:vmənt] ➤ Sonderurlaub wegen Todesfall

**compassionate leave** ➤ Sonderurlaub aus familiären Gründen / wegen Todesfall

**job-protected leave** ➤ Sonderurlaub, Beurlaubung

**jury duty** ➤ Verpflichtung als Schöffe/Schöffin

**holiday** (UK), **vacation** (US) ➤ Urlaub

**maternity leave** ➤ Mutterschutz(urlaub)

**military leave/furlough** ['fɜ:ləʊ] (US) ➤ Militär-/Soldatenurlaub

**paid/unpaid leave** ➤ bezahlter/unbezahlter Urlaub

**paternity leave** ➤ Vaterschaftsurlaub

**sabbatical** ➤ Sabbatjahr

**sick leave** ➤ Krankenstand, Krankmeldung

**voluntary/involuntary leave** ➤ freiwilliger Mehrurlaub / Zwangsurlaub

### Nouns (phrases)

**absence** ➤ Abwesenheit

**bank holiday** (UK), **public holiday** (US) ➤ (gesetzlicher) Feiertag, Bankfeiertag

**compliance** ➤ Einhaltung

**employer discretion** [dɪ'skreʃᵊn] ➤ Ermessen des Arbeitgebers/der Arbeitgeberin

**employment/labour law** ➤ Arbeitsrecht

**legislation** [ˌledʒɪ'sleɪʃᵊn] ➤ Recht, Gesetzgebung

**mandatory** ➤ vorgeschrieben, verpflichtend

**minimum amount** ➤ Mindestumfang, Mindestmenge

**newborn** ➤ Neugeborenes

**sick day** ➤ Krankentag

**statutory benefit** ['stætʃʊtəri] ➤ gesetzliche Leistung

### Acronyms

**employer of record (EOR)** ➤ Serviceanbieter, der seine Auftraggeber beim Personaleinsatz unterstützt

**Family and Medical Leave Act (FMLA)** (US) ➤ Familienurlaub und Beurlaubung aus gesundheitlichen Gründen

**paid time off (PTO)** ➤ bezahlter Urlaub

**shared parental leave (SPL)** ➤ geteilte Elternzeit

**time off in lieu (TOIL)** [lu:] (UK) ➤ Freizeitausgleich

### Verbs

**accrue sth.** [ə'kru:] ➤ etw. ansammeln

**allotted** ➤ zugewiesen

**approve sth.** ➤ etw. genehmigen

**be entitled to sth.** ➤ auf etw. Anspruch haben

**carry over (to the next year)** ➤ etw. (aufs nächste Jahr) übertragen, (ins neue Jahr) mitnehmen

**due (the baby is due in...)** [dju:] ➤ der errechnete Geburtstermin (des Babys ist in ...)

**protect sb./sth.** ➤ jmdn./etw. schützen

**request sth.** ➤ etw. beantragen

**violate (a law)** ['vaɪəleɪt] ➤ (ein Gesetz) verletzen, gegen (ein Gesetz) verstoßen



Foto und Illustration: iStock.com

# In context

Moni, from Germany, Jack, from the US, and Amy, from the UK, are having their weekly videoconference, but some of their colleagues are not at work.

**Amy:** Hi, everyone. There don't seem to be as many of us here as usual. Are so many people off sick? Where is everyone?

**Moni:** I should say hi from Lea. Her doctor told her to take care of herself, so she's started her **maternity leave** sooner than expected.

**Amy:** Oh, her baby's due in a couple of months, right? Please give her our best.

**Moni:** I will. Unfortunately, Sam is still on **annual leave**. With both of them off work, we're a bit short-staffed right now.

**Jack:** Sam's on **vacation** again? How much **paid leave** do you guys get in Germany?

**Moni:** We get six weeks a year.

**Jack:** Wow! We don't get anywhere near as much as that — just two weeks' **mandatory paid vacation**. If we want more, we can take **unpaid leave**, but that's up to **employer discretion**. They don't have to **approve** it. What about you in the UK, Amy?

**Amy:** The UK is not quite as generous as Germany is — we get 28 days, in addition to the **bank holidays**.

**Moni:** So, we've accounted for all the **absences**, apart from Rob. Where's he today, Jack?

**Jack:** Oh, right. Rob has **jury duty**. He's been off this whole week. I hope he'll be back on Monday.

**Amy:** So, it's just the three of us. That'll make it a short meeting, which is good because I want to **leave early** today. I've **accrued** as much overtime as I'm allowed to have, so I'll be taking the afternoon off.

**short-staffed**
- unterbesetzt

**account for sth.**
- etw. berücksichtigen, erfassen

**off: be ~**
- frei haben

# Grammar check

**Exercise 1** E

In the dialogue, there are four examples of the comparative structures "as much as" and "as many as". Write the sentences below.

1. .....
2. .....
3. .....
4. .....

You'll find the answers on page 47

### Comparisons: as ... as

The construction **as ... as** is used to say that things or people are equal in some way. Here are some examples:
- Is the result **as good as** you expected?
- I've been here **as long as** Greg has.

A negative expression shows that two things are not equal:
- I hope this project **won't** be **as complicated as** the last one was.
- Well, he's not **as friendly as** his colleague is.

**As ... as** can also be used with an adjective or adverb:
- We need this done **as** quickly **as possible**.
- Good morning! You're **as** cheerful **as ever**.
- I want to spend only **as** much money **as necessary**.

When we use pronouns after "as", there's a difference between formal and informal English.

**Formal:**
- Nobody knows this material as well **as I do**.
- I can't do it as well **as he can**.

**Informal:**
- Nobody knows this material **as** well **as me**.
- I can't do it **as** well **as him**. (avoid saying "as well as ~~he~~")

**Exercise 2** M

Complete the sentences below using **as ... as**.

1. Say: You will respond to the email at the earliest opportunity you get.
   "I will respond to your email ..... possible."
2. Say: The manager and the team leader have the same level of experience.
   "The manager is ..... the team leader."
3. Say: The New York office is bigger than our office.
   "Our office isn't ..... the one in New York."
4. Say: You expected the presentation to be more interesting.
   "The presentation wasn't ....."
5. Say: You thought you had more time.
   "We don't have ....."
6. Say: Sally is paid the same amount of money that everyone else is.
   "Sally is paid ..... everyone else."

You'll find the answers on page 47

# Common collocations

Here, we look at some key word partnerships with "leave".

## "leave (of)" + noun

**leave approval**
- Urlaubsgenehmigung

**leave balance**
- Urlaubskonto

**leave day** - Urlaubstag

**leave entitlement**
- Urlaubsanspruch

**leave of absence**
- Beurlaubung, Freistellung

**leave period**
- Urlaubsdauer

**leave policy**
- Urlaubsregelung

**leave request**
- Urlaubsantrag

New message

**Subject: Reminder: use your annual leave before year-end**

Dear Team

This is a friendly reminder to use any remaining **annual leave days** before the end of the year. As per company policy, unused leave cannot be carried over into the new year. Please make sure you submit your **leave requests** as soon as possible, as approval is subject to availability and workload.

If you have any questions about our **leave policy** or your **annual leave balance**, feel free to contact HR.

Thank you for your attention in this matter.

Best regards
HR Team

**submit sth.**
- etw. einreichen

**subject: be ~ to sth.**
- von etw. abhängen

# False friends

Many words in German and English seem similar but have very different meanings.

**What's *prägnant* in English?**
*prägnant* = **concise**
- She wrote a very concise report.

**It's not "pregnant"!**
**pregnant** = *schwanger*
- My sister just announced that she's pregnant.

# Cartoon

"We offer 104 vacation days... otherwise known as weekends."

## "We offer 104 vacation days... otherwise known as weekends"

The United States has no federal law that guarantees workers a minimum amount of paid time off (PTO). Employers decide for themselves how much PTO they offer. This means American workers generally get less paid vacation than their counterparts in other countries. However, most don't even take all the days they are entitled to. In 2023, 62 per cent of US employees failed to take all their paid time off, according to data from the fintech company Sorbet.

**counterpart**
- Kollege/Kollegin

**entitled: be ~ to sth.**
- auf etw. Anspruch haben

**fintech**
- Finanztechnologie

Cartoon: Chris Wildt via CartoonStock; Fotos und Illustrationen: iStock.com

# Typical mistake

Can you correct the common error in the following sentence?

"My colleague is going to get a baby."

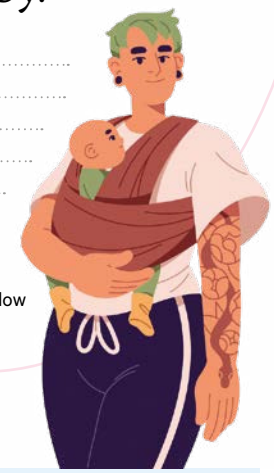
.....

.....

.....

.....

.....



You'll find the answer below

## Progress check

Replace each German word or phrase (in *italics*) with the correct English word or phrase.

1. My partner and I haven't decided yet how to divide up our ..... (*geteilte Elternzeit*).
2. Sheila's taking ..... (*Sonderurlaub wegen Todesfall*) to arrange her father's funeral.
3. I've ..... (*angesammelt*) such a lot of overtime in the past three months.
4. Last year, the average number of ..... ..... (*Krankentagen*) per employee was 6.5.

You'll find the answers below

### ANSWERS

**Knowledge check**
**1.** A.
**2.** A. on; B. out; C. off
**3.** B.

**Grammar check**
**Exercise 1**
**1.** as many of us here as
**2.** as much as
**3.** as generous as
**4.** as much overtime as

**Exercise 2**
**1.** as soon as
**2.** as experienced as
**3.** as big as
**4.** as interesting as I (had) expected
**5.** as much time as I thought
**6.** as much (money) as

**Typical mistake**
"My colleague is going to **have** a baby."

**Progress check**
**1.** shared parental leave
**2.** bereavement leave ("compassionate leave" is also correct)
**3.** accrued
**4.** sick days



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TEST

# Test your language skills!

Testen Sie nun Ihre sprachlichen Kompetenzen. Die Übungen auf diesen zwei Seiten basieren auf Artikeln dieser Ausgabe.

Von DAGMAR TAYLOR

EASY MEDIUM ADVANCED

## 1. What does it mean? M

After reading "Prisons and politics" (pp. 12–13), decide whether the following statements are correct or incorrect.

| | Correct | Incorrect |
|---|---|---|
| 1. **Parole** is the permission for a prisoner to leave prison before the end of their sentence on the condition that they behave well. | ☐ | ☐ |
| 2. **Probation** is a time when young people get practical experience in a job, for example during the summer holiday. | ☐ | ☐ |
| 3. A **workforce** is all the people who work for a particular company, industry, etc. | ☐ | ☐ |
| 4. A **charity** is a non-profit organization that aims to help society in some way. | ☐ | ☐ |
| 5. An **inmate** is a person who shares a house or flat with other people. | ☐ | ☐ |
| 6. **Release** is the state of being kept as a prisoner or in a space that you cannot escape from. | ☐ | ☐ |

## 2. Legacy brands M

Match the nouns (1–5) from "Creating a legacy" (pp. 18–19) with their definitions (A–E).

1. **commitment**
2. **longevity**
3. **mindset**
4. **scarcity**
5. **retail**

A. a set of attitudes or fixed ideas that someone has

B. a promise to do something or behave in a particular way

C. a situation in which something is not easy to find or get

D. the sale of goods to consumers in shops or online

E. remaining popular or useful for a long time

**1–** ☐ **;2–** ☐ **;3–** ☐ **;4–** ☐ **;5–** ☐

Fotos: eyetoeyePIX/Stock.com

## 3. Commuting E

Complete this dialogue, based on the English for... section (pp. 42–43), with the English translation of the German words in brackets.

**Tamsin:** Morning, Liam. Sorry I'm late. Every morning feels like a battle to get here.
**Liam:** Tell me about it! I spent 15 minutes driving around the car park looking for a(n) (1) _____ (*Stellplatz*).
**Tamsin:** At least you got one. I was stuck in a(n) (2) _____ (*Verkehrsstau*) for so long that I considered driving back home.
**Liam:** Was it on the (3) _____ (*Autobahn*) again?
**Tamsin:** No, it was between the roundabout and Baberton Junction. That stretch of (4) _____ (*Straße*) really is a nightmare during (5) _____ (*Hauptverkehrszeit*). And then, when I finally arrived, the only available (6) _____ (*Ladestation*) was out of order.
**Liam:** If teleportation ever becomes a real thing, I'll be the first to sign up.

## 5. Danger at sea A

Complete the sentences below based on "Russia's shadow fleet" (pp. 32–33). Use the words from the list.

***concerning* | *full-scale* | *harsh* | *murky* | *seaborne***

1. The ownership of large maritime vessels remains as _____ as the ocean.
2. Since the _____ invasion of Ukraine in 2022, the West has balanced sanctions with efforts to keep Russian oil flowing.
3. Until 2022, Russian _____ oil exports had relied on Western tankers.
4. What is _____ is that Russia generates nearly half of its revenue from fossil-fuel exports.
5. There's also an environmental risk. The ocean is a _____ place.

## 4. Extreme weather M

After reading "When lightning strikes" (pp. 26–27), choose the correct option to complete each statement.

1. As global temperatures rise, increased _____ in the air leads to more thunderstorms and more lightning.
   A. moistness B. moisture
2. Lightning causes _____ to airlines, costing them about $2 billion a year.
   A. disruption B. interruption
3. About 40 per cent of data-centre _____ cost between $100,000 and $1 million.
   A. outages B. outcasts
4. When power transmission lines get hit by lightning, it can lead to malfunctions and high-voltage _____.
   A. searches B. surges
5. The oil regions of Oklahoma, Texas and New Mexico experience high lightning _____.
   A. density B. thickness

## ANSWERS

### Test your language skills!

**1. What does it mean?**
**1.** Correct (parole = *bedingte Haftentlassung*)
**2.** Incorrect. "Probation" is a system that allows a person who has committed a crime not to go to prison if they behave well and if they see an official (called a "probation officer") regularly for a fixed period of time. (probation = *Bewährung*)
**3.** Correct (workforce = *Belegschaft*)
**4.** Correct (charity = *Wohlfahrtseinrichtung, Stiftung*)
**5.** Incorrect. An "inmate" is a person kept as a prisoner. (inmate = *Häftling*)
**6.** Incorrect. "Release" is the act of setting a person free. (release = *Freilassung*)

**2. Legacy brands**
**1**–B (commitment = *Verpflichtung, Bemühen*); **2**–E (longevity = *Langlebigkeit*) **3**–A (mindset = *Einstellung, Denkweise*); **4**–C (scarcity = *Seltenheit, Knappheit*); **5**–D (retail = *Einzelhandel*)

**3. Commuting**
**1.** parking space
**2.** traffic jam
**3.** motorway
**4.** road
**5.** rush hour
**6.** charging station

**4. Extreme weather**
**1**–B (moisture = *Feuchtigkeit*); **2**–A (disruption = *Störung*); **3**–A (outage (*US*) = *Ausfall*); **4**–B (high-voltage surge = *Hochspannungsstoß*); **5**–A (density = *Dichte*)

**5. Danger at sea**
**1.** murky = *trüb, unergründlich*
**2.** full-scale = *großflächig, großangelegt*
**3.** seaborne = *auf dem Seeweg befördert*
**4.** concerning = *besorgniserregend*
**5.** harsh = *rau, hart*

# The coolest corporate headquarters

Architektonische Meisterwerke statt seelenloser Beton: Hier sind sechs der weltweit spektakulärsten Unternehmenszentralen.

MEDIUM

Inside Amazon HQ

The phrase "corporate headquarters" makes many people think of concrete towers full of soulless cubicles and fluorescent lights. However, some corporate HQs are architectural masterpieces. Here are six of the coolest corporate buildings:

**Lindt — Kilchberg, Switzerland**
*Designers: Christ & Gantenbein*
Swiss chocolatier Lindt opened its Home of Chocolate at Lake Zurich in 2020 — a multifunctional space for both visitors and employees. Spiral staircases connect an exhibition hall, research centre, production plant and offices. And a nine-metre-high golden chocolate fountain stands in the atrium.

**Apple — Cupertino, US**
*Designers: Foster & Partners*
It took four years and $5 billion to build Apple HQ, a huge, round "spaceship" building, located on a 175-acre site. Including a visitor centre, a fitness and wellness centre and parks, the site consists of about 70 per cent green space to promote employee wellbeing.

**Swatch and Omega — Biel, Switzerland**
*Designer: Shigeru Ban*
One of the world's largest wood structures, the new Swatch headquarters uses 11,000 running metres of timber beams. All of the wood comes from Switzerland. The building was designed by Japanese star architect Shigeru Ban, who is known for his use of innovative materials.

**Amazon — Seattle, US**
*Designers: NBBJ*
Amazon's Seattle headquarters offers plazas, gardens, a marketplace and a tech-support bar. It's almost a city within the city of Seattle. The centrepiece, called The Spheres, is a multistorey workspace with tens of thousands of plants and trees from around the world.

**Google — London, UK**
*Designers: Heatherwick Studio and Bjarke Ingels Group*
Google's brand-new office building at King's Cross may become home to 7,000 employees. The highlights include a 300-metre-long rooftop garden, an Olympic-size swimming pool and an auditorium.

**Netflix — Los Gatos, US**
*Designers: Form4 Architecture*
With warm colours and modernism, Netflix's Silicon Valley headquarters has two Tuscan-villa-style buildings joined by a bridge. The company used sustainable building materials, such as ceilings made from recycled plastic bottles and wood floors made from trees that come from old rubber plantations.

**corporate** ► Firmen-
**headquarters** ► Hauptsitz
**concrete** ['kɒŋkriːt] ► Beton
**cubicle** ['kjuːbɪkəl] ► Zellenbüro
**fluorescent** [flɔː'resənt] ► fluoreszierend
**spiral staircase** ► Wendeltreppe
**exhibition hall** ► Ausstellungshalle
**research centre** ► Forschungszentrum
**plant** ► Fabrik, Anlage
**fountain** ['faʊntɪn] ► Brunnen
**billion** ► Milliarde(n)
**acre** ['eɪkə] ► Acre (4.047 qm)
**timber beam** ► Holzbalken
**multistorey** ► mehrstöckig
**Tuscan** ► toskanisch
**sustainable** ► nachhaltig
**ceiling** ['siːlɪŋ] ► (Zimmer-)Decke
**rubber plantation** ► Kautschukplantage

Fotos: Lindt & Sprüngli, Switzerland; Swatch/Shigeru Ban; Heatherwick Studio; NBBJ; iStock.com

Die nächste Ausgabe von **Business Spotlight** erscheint am 14. Februar 2025

## Corporate activism

Today, there is growing pressure on companies to be socially responsible. Campaigns in which businesses show support for certain causes can have a positive effect, but they can also go badly wrong.

## AI and language

One of the effects of artificial intelligence on business and society is that it is changing the way we speak. Why? And how? We look at the ways in which AI is changing our vocabulary and speech patterns, and what it means for us.

## ...plus:

- The copper crisis
- Crimes for conservation in Tanzania
- How do you sound on the phone?


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